UNITED STATES OF AMERICA BEFORE THE NATIONAL LABOR RELATIONS BOARD

Re: The Standard for Determining Joint-Employer Status RIN 3142-AA13

Comments of the American Federation of Labor & Congress of

Industrial Organizations (AFL-CIO)

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The American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) is a federation of 55 national and international unions representing over 12.5 million working people. The AFL-CIO urges the National Labor Relations Board not to proceed with the proposed rule set forth in its Notice of Proposed Rule Making (NPRM) concerning "The Standard for Determining Joint-Employer Status." 83 Fed. Reg. 46681 (Sept. 14, 2018).

The Board should not proceed with the proposed rule because (1) the Board has not stated an adequate justification for proceeding via rulemaking rather than adjudication in this area; (2) the Board has not stated an adequate justification for departing from the standard articulated in *Browning Ferris Industries of California, Inc. (BFI)*, 362 NLRB No. 186 (2015), or for the proposed rule; (3) the proposed rule is inconsistent with the common law, and its departures from the common law are not adequately explained or justified; (4) the Board has not performed an adequate Regulatory Flexibility Act analysis; and (5) the rulemaking process violated the Administrative Procedure Act (APA) and it is likely that a final rule also will violate the APA.

I. THE BOARD HAS NOT STATED AN ADEQUATE JUSTIFICATION FOR PROCEEDING VIA RULEMAKING RATHER THAN ADJUDICATION IN THIS AREA

Since its creation in 1935, the Board has proceeded to define the statutory terms employer and employee, to develop the concept of joint employment, and to apply the concept of joint employment in all contexts through adjudication. Indeed, other than adopting rules governing procedures in representation, unfair labor practice, and other cases, the Board has chosen to apply the National Labor Relations Act (NLRA or the Act) almost exclusively via adjudication. *See generally Nat'l Ass'n of Mfrs. v. NLRB*, 717 F.3d 947, 949 (D.C. Cir. 2013)

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¹ See generally 29 CFR §§ 101.2–101.43, 102.1–102.97.

("From its inception in 1935, the Board has exhibited a negative attitude toward setting down principles in rulemaking, rather than adjudication." (internal quotation marks omitted)); id. (noting that despite the Board's broad rulemaking authority under section 6 of the NLRA, the Board has used rulemaking as a means of announcing policy "on only a few occasions" prior to 1989, when it adopted a rule concerning appropriate bargaining units in acute care hospitals). The only limited exception is the rule governing appropriate bargaining units in acute care hospitals. See 29 CFR § 103.30; Nat'l Ass'n of Mfrs., 717 F.3d at 949; see also Am. Hosp. Ass'n v. NLRB, 499 U.S. 606, 608 (1991) ("For the first time since the [NLRB] was established in 1935, the Board has promulgated a substantive rule "). But there, the Board acted in an area closely tied to representation case procedures and there was also a conflict among the courts of appeals over the propriety of the standards the Board had adopted through adjudication, in stark contrast to here where no court has rejected the standard announced in BFI. See Collective-Bargaining Units in the Health Care Industry, 52 Fed. Reg. 25142 (proposed July 2, 1987) ("[T]o this day there is no one, generally phrased test for determining appropriate units in this industry that has met with success in the various circuit courts of appeal, and, unfortunately, parties have no clear guidance as to what units the Board and courts will ultimately find appropriate.").² The Board has not stated an adequate justification for its abrupt departure from this 83 years of virtually uniform prior practice.

In the NPRM, the Board advances three reasons for proceeding via rulemaking, but none of them justifies proceeding via rulemaking in this specific area.

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² The Board also adopted a rule requiring employers to post a notice informing employees of their rights under the National Labor Relations Act, *see* 29 CFR § 104.201 *et seq.*, but the rule was struck down, *see Nat'l Ass'n of Mfrs.*, 717 F.3d at 964, and has not been re-promulgated.

A. Public-Input

First, the Board states that rulemaking permits greater public input. *See* 83 Fed. Reg. at 46686. But even assuming that is true, it does not explain why rulemaking is appropriate here when rulemaking has not been and is not being used in the myriad other areas that the Board regulates via adjudication. Moreover, the Board's statement rings hollow given that two of the three members of the majority that voted to issue the NPRM were part of the majority in *Hy-Brand Industrial Contractors*, *Ltd.* (*Hy-Brand I*), 365 NLRB No. 156 (2017), which overruled *BFI* in the absence of any request from any party to do so and in sharp departure from the Board's ordinary practice of requesting briefing from interested parties under such circumstances—*i.e.*, in the absence of any public input. *See id.*, slip op. at 35 (Members Pearce & McFerran, dissenting). Nor is the asserted public-input rationale for proceeding by rulemaking consistent with the Board's actions in this rulemaking proceeding, where the Board has failed to engage in any manner of meaningful public outreach to affected entities, such as by holding a public hearing, even in the face of the requirements of the Regulatory Flexibility Act that it do so. *See infra* at pp. 50–53.

B. Use of Hypotheticals and Greater Certainty

Second, the Board states that rulemaking will permit a more complete explanation of the adopted standard through the use of "hypothetical scenarios" and thus give parties greater certainty about how the law will be applied. 83 Fed. Reg. at 46686. Again, even assuming that is true, it does not explain why rulemaking is appropriate here when it has not and is not being used in the myriad other areas that the Board regulates via adjudication. Furthermore, the Board has often done exactly the same thing in adjudicating specific cases. *See, e.g., The Boeing Co.*, 365 NLRB No. 154, slip. op. at 3–4, 15–16 (2017); *Stericycle, Inc.*, 357 NLRB 582, 585–87

(2011). Nothing prevents the Board from providing precisely the same form of guidance through hypotheticals in any decision. And the NPRM gives no indication of how much weight should be accorded the hypotheticals or if they should be accorded more weight than similar hypotheticals posed in Board decisions. Instead, the NPRM simply states that the examples "help clarify" the meaning of the terms in the proposed rule and "are intended to be illustrative." 83 Fed. Reg. at 46687. Thus, they appear to have no more weight than any other parts of the Board's explanation of the rule in the NPRM and no more weight than examples used to illustrate the scope of an adjudicatory holding.

Moreover, unlike decisions in actual cases, the examples in the NPRM do not actually provide useful guidance for several reasons. Because each example in the NPRM involves only a single factor (e.g., Example 1 involves only the existence of a cost-plus contract, 83 Fed. Reg. at 46697), while actual cases, like BFI itself, almost always involve multiple factors that must be weighed, the examples in the NPRM provide little useful guidance to parties facing real fact patterns. Similarly, the NPRM's admission that "[t]hese examples are intended to be illustrative and not as setting the outer parameters of the joint-employer doctrine established in the proposed rule," 83 Fed. Reg. at 46687, demonstrates that the examples have limited value given that it is the precise contours of "the outer parameters" of any doctrine that are the sources of most uncertainty. The Board's own General Counsel made clear in his comments in response to the NPRM that the examples are insufficient to provide meaningful guidance and that construction via adjudication will remain essential. "To provide better guidance and more consistency in analyzing these relationships, the Board will certainly need to provide more granular, nuanced, and useful indications of the exact parameters of the joint employer definition in the final rule itself, in comments or explanation attendant to the rule, or in future adjudication or rulemaking."

Office of the General Counsel, NLRB, Comment on Proposed Rule Regarding Standard for Determining Joint-Employer Status at 12 (Dec. 10, 2018),

https://www.regulations.gov/document?D=NLRB-2018-0001-8476.

Rulemaking will thus not eliminate the need for elaboration through adjudication.

Indeed, continuing to apply the doctrine through adjudication would sustain and further elaborate a large body of binding precedents that give meaningful guidance to interested parties while proceeding through rulemaking will throw the continued validity of that entire body of jurisprudence into question because the Board does not state which precedents would remain valid and which would be overturned (other than *BFI*).

In addition, while the Board specifically suggests that the use of hypothetical scenarios via rulemaking will provide parties with "greater 'certainty beforehand'" in relation to "what constitutes the actual exercise of substantial direct and immediate control," 83 Fed. Reg. at 46686 (quoting *First Nat'l Maint. Corp. v. NLRB*, 452 U.S. 666, 679 (1981)), the standard proposed in the NPRM would do the opposite for at least two reasons. First, the proposal to completely ignore reserve control removes a clear criteria that is wholly within the parties' control in advance of any allegation of joint employment and that therefore leads to a predictable result. In the place of this controllable and clear criteria, the proposal would substitute a highly fact-specific standard—requiring evidence of actual practice, often by downstream agents of the parties who are not easily controlled by their principals.

The Supreme Court's rejection of an actual control test in favor of a reserve control test in the context of a dispute over copyright ownership in *Community for Creative Non-Violence v. Reid*, 490 U.S. 730 (1989), was supported by just such a concern about predictability: "To the extent that petitioners endorse an actual control test," the Court observed, their

construction "prevents" the parties from "planning" based on a clear understanding of who will own a copyright based on the work-for-hire doctrine. *Id.* at 750. There, like here, rejecting a clear standard that is subject to the parties' control in favor of one dependent on the actual practice of the parties' agents "would impede Congress' . . . goal . . . of enhancing predictability and certainty." *Id.* at 749.

Second, as we explain more fully below, *see infra* at pp. 22–36, the proposed rule would create a multi-factor test using undefined terms, most of which describe a quality of control over terms and conditions of employment that falls along a continuum (*e.g.*, "substantial," "limited," "routine") without specifying where along the continuum the line between relevance and irrelevance should be drawn. Thus, far from eliminating the need for case-by-case adjudication, the proposed rule will multiply the need for clarification via adjudication.

C. Promotion of Stability

Third, the Board states that the rule will permit covered parties to "plan their affairs free of the uncertainty that the legal regime may change on a moment's notice." 83 Fed. Reg. at 46686. Again, this rationale applies in every area or, at least, in every area of controversy, and thus provides no rationale for proceeding via rulemaking here. Moreover, the opposite is true for two reasons. First, overruling *BFI* barely more than three years after it was decided can hardly be said to contribute to stability in the law. Second, the Board's unprecedented foray into rulemaking removes the most significant break on the oscillation of Board policy that has been criticized by many scholars, parties, and Board members—the need to wait for an actual controversy to arise and for a party to ask the Board to overrule precedent before doing so. The Board's proposed action here threatens to open the floodgates of policy oscillation, as a new

majority can proceed at will via rulemaking to reverse precedents established via adjudication as the majority is doing here.

* * *

Absent an articulated, compelling justification for the Board's abrupt departure from its prior practice of proceeding via adjudication outside the regulation of Board procedures, it is fair to assume that the Board proceeded via rulemaking here in an attempt to avoid the ethical issues that forced the Board to vacate its own prior decision overturning *BFI* in *Hy-Brand I. See Hy-Brand Industrial Contractors, Ltd.* (*Hy-Brand II*), 366 NLRB No. 26, slip op. at 1 (2018). In *Hy-Brand II*, the Board vacated its prior decision on the grounds that "member Emanuel is, and should have been, disqualified from participating in this proceeding." *Ibid.* That was and is the case because Member Emanuel's former law firm represents one of the Employer-Respondents in *BFI*.³

The NPRM gives a narrow reading of the ethical standards applicable to Board Members in order to suggest that the conflict that existed in *Hy-Brand* is not cognizable here because "a rulemaking of general scope is not regarded as a 'particular matter' for [disqualification] purposes," 83 Fed. Reg. at 46687 n.13 (citing 5 CFR § 2635.402). *But see* Exec. Order No. 13770, § 1.6, 82 Fed. Reg. 9333 (Feb. 3, 2017) (requiring that Board Members and other federal officials pledge that "I will not for a period of 2 years from the date of my appointment participate in any particular matter involving specific parties that is directly and substantially

³ *See* Memorandum from David P. Berry, NLRB Inspector General, to Chairman Kaplan and Members McFerran and Pearce 1 (Feb. 9, 2018), *available at* https://www.nlrb.gov/sites/default/files/attachments/basic-page/node-

^{1535/}OIG%20Report%20Regarding%20Hy Brand%20Deliberations.pdf; see also Browning-Ferris Indus. of Cal. v. NLRB (BFI), No. 16-1028, 2018 U.S. App. LEXIS 36706, at *19 (D.C. Cir. Dec. 28, 2018).

related to my former employer or former clients, including regulations . . .") In fact, precisely the same conflict that existed in *Hy-Brand* exists here because Board counsel represented to the D.C. Circuit in *BFI* that a "reasonable reading" of Supreme Court precedent would suggest that the rule would apply in *BFI* itself if the rule simply returned the joint employer standard to that which existed prior to *BFI*. *See* Oral Argument at 13:25–15:20, *Browning-Ferris Indus. of Cal. v. NLRB (BFI)*, No. 16-1028 (D.C. Cir. July 3, 2018),

https://www.cadc.uscourts.gov/recordings/recordings2018.nsf/C76C6607D89B97B4852582BF0 05200C2/\$file/16-1028.mp3. That is what the proposed rule largely does. Thus, the Board's counsel has effectively represented to the court that the proposed rule would likely not simply reject the standard adopted in *BFI*, but actually overturn the original decision in *BFI*, a case in which Member Emanuel's former law firm represents a party. Member Emanuel's participation in this proceeding violates the ethical standards no less than his participation in *Hy-Brand*.

Moreover, there can be no doubt that proceeding through rulemaking immediately on the heels of vacating the *Hy-Brand* decision and achieving the same result, at a minimum, creates the appearance of a violation of the applicable ethical standards. *See* 5 U.S.C. § 2635.101(b)(14). The NPRM issued less than seven months after the original decision in *Hy-Brand I* was vacated, and Chairman Ring announced that the Board would address the matter through rulemaking four months earlier, *see* NLRB Press Release, NLRB Considering Rulemaking to Address Joint-Employer Standard (May 9, 2018), https://www.nlrb.gov/news-outreach/news-story/nlrb-considering-rulemaking-address-joint-employer-standard [hereinafter NLRB Press Release (May 9, 2018)]. The rush to rulemaking in order to avoid, as a formal matter, the conflict that arose in *Hy-Brand* creates the appearance of a conflict of interest.

Notably in this regard, while the NPRM contains a heading titled, "Impact Upon Pending Cases," 83 Fed. Reg. at 46685, neither that section of the NPRM nor any other section expressly states what a final rule's impact on pending cases, including *BFI*, will be. It appears that the Board deliberately omitted addressing the key question of whether the proposed rule would have the effect of overturning *BFI* as well as rejecting its standard.

Attempting to avoid recusal obligations is not an adequate justification for rulemaking. Indeed, engaging in rulemaking as an end-run around a Board Member's recusal obligations would exceed the Board's authority under Section 6 of the NLRA, for such rulemaking is not, under any reasonable understanding of the term, "necessary" to carry out the provisions of the Act. *See* 29 U.S.C. § 156.

II. THE BOARD HAS NOT STATED AN ADEQUATE JUSTIFICATION FOR DEPARTING FROM THE *BFI* STANDARD OR FOR THE PROPOSED RULE

A. The Board Has Insufficient Experience Applying the *BFI* Standard to Justify Rejecting or Altering the *BFI* Standard

The Board lacks a reasoned basis for the proposed rule because it has had insufficient experience applying the *BFI* standard and the experience that exists provides no basis for altering the standard. The Board issued the *BFI* decision on August 27, 2015—barely more than three years prior to the issuance of the NPRM and less than three years before the Chairman announced to members of Congress that the Board would promulgate a rule governing joint employment. *See* NLRB Press Release (May 9, 2018). Since *BFI* was decided, the Board has only decided a small handful of cases applying the standard. For that reason, the Board simply cannot determine at this time whether any modifications of the standard are necessary. *See SEC v. Chenery Corp.*, 332 U.S. 194, 202 (1947) (explaining that when an agency lacks "sufficient experience with a particular problem to warrant rigidifying its tentative judgment into a hard and

fast rule," it "must retain power to deal with the problem[] on a case-by-case basis if the administrative process is to be effective").

Tellingly, the NPRM reveals that the Board identified all of the representation and unfair labor practice cases in which a joint employment relationship was alleged between January 1, 2013, and December 31, 2017—two and a half years before BFI was decided and two and a half years after. See 83 Fed. Reg. at 46693. But the NPRM does not state how many of those cases arose before and after BFI, respectively, or how many proceeded to adjudication under the BFI standard. Nor does the NPRM state that BFI led to more allegations of joint employment, to different types of allegations of joint employment, or to more complex or difficult allegations of joint employment, even though that information could have been easily derived from the list created by the Board.⁴ In short, the NPRM wholly fails to analyze the processing of allegations of joint employment by the Board before and after BFI was decided, even though that is the key matter at issue in this rulemaking proceeding and even though the Board itself has access to and, indeed, actually identified the necessary data. See Portland Cement Ass'n v. Ruckelshaus, 486 F.2d 375, 393 (D.C. Cir. 1973) ("It is not consonant with the purpose of a rule-making proceeding to promulgate rules on the basis of inadequate data, or on data that, to a critical degree is known only to the agency.").

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⁴ We filed a Freedom of Information Act request for the data underlying these factual assertions in the NPRM. The Board produced a spreadsheet containing the number, name, and filing date for all cases involving allegations of joint employment filed between January 7, 2013, and December 18, 2017. *See* Appendix 1. Our analysis of the spreadsheet reveals that there were 738 cases filed alleging joint employment between May 27, 2013 and August 27, 2015 (*i.e.*, during the 27-month period before *BFI* was decided), and 770 total cases between August 27, 2015, and November 27, 2017 (*i.e.*, the 27-month period after *BFI* was decided). The 32 case difference is not significant, particularly since the number of joint-employment cases was trending up in the two years *before BFI* (from 341 to 345) but trended down in the two years after *BFI* (from 408 to 313)—with the lowest number of cases in the second year after *BFI* (313).

1. Board Decisions

Our research reveals that the Board has resolved only a handful of joint employment allegations since *BFI* was decided. The Board has cited *BFI* in only 16 cases. *See* Appendix 2. And in 13 of those 16 cases, the *BFI* standard was not applied in any manner. *See id.* Thus, the Board has only applied *BFI* in three cases to date. None of these cases suggest that any of the concerns expressed in the NPRM or by the dissent in *BFI* have materialized. Nor do they provide any basis for the rulemaking. In fact, in one of the three cases, the Board applied *BFI* and determined the alleged joint employer was not, in fact, a joint employer. *See DirectSat USA*, *LLC*, 366 NLRB No. 40 (2018).

In *Retro Environmental*, *Inc.*, 364 NLRB No. 70 (2016), the *BFI* standard was applied to find that a user employer was a joint employer of a supplier employer's employees under circumstances that were frequently the source of pre-*BFI* joint employer allegations and findings. *See id.*, slip op. at 2 ("Retro's superintendent determines the sequence of work, oversees the work, and directs the day-to-day activities of both Retro's solely employed employees and those employees leased to Retro by Green JobWorks. Retro's foreman provides more detailed instructions. Retro determines the start and end times of breaks, and Retro is responsible for keeping track of the employees' hours. Retro also provides the necessary equipment to perform the assigned work on site."). Notably, the decision was summarily affirmed by the Fourth Circuit. *See NLRB v. Retro Environmental, Inc.*, No. 18-1245 (4th Cir. Sept. 19, 2018).

Similarly, in the most recent Board decision, *Orchids Paper Products Co.*, 367 NLRB No. 33 (2018), the Board affirmed an administrative law judge's finding that a paper mill was a joint employer of employees supplied by a staffing company where the judge found that the staffing company did not supply on-site supervisors and all daily work assignments and direction

came from mill employees. *Id.*, slip op. at 4, 20. Two of the three Members who decided the case, Members Kaplan and Emanuel, expressly stated "that the result would be the same under the joint employer standard overruled in [*BFI*]." *Id.* at 4 n.14. In other words, the Board's post-*BFI* jurisprudence is unremarkable and entirely consistent with its pre-*BFI* jurisprudence.

In fact, the few Board decisions that have applied BFI directly refute criticisms of the decision. Critics argued that BFI would turn every purchaser of services into a joint employer of the service providers' employees. See, e.g., BFI, 362 NLRB No. 186, slip op. at 44 (Members Miscimarra & Johnson, dissenting); Hy-Brand I, 365 NLRB No. 156, slip op. at 118. But in DirectSat USA, where the Board considered a union information request for the service agreement between Respondents DirectSat and DirecTV in order to determine if they were joint employers, the Board concluded that "[t]he mere existence of a service contract between two companies is not a sufficient basis to reasonably believe they might be joint employers. If it were, then every agreement between an employer and a subcontractor would be deemed relevant to the question of joint employer status, based upon nothing more than the contract's existence." 366 NLRB No. 40, slip op. at 6. Even after the union obtained DirecTV's performance standards for DirectSat, the Board found that "nothing therein suggested DirecTV had any control over how the Respondent [DirectSat] went about meeting those standards." *Ibid.* In other words, not only was a service contract between the two entities not sufficient to establish joint employment or even a "reasonable belief" that a joint employment relationship existed, the imposition of performance standards on the service provider was similarly insufficient.

Critics also argued that *BFI* would dramatically expand the number of relationships that would be deemed joint employment relationships regardless of the precise facts at issue. *See BFI*, 362 NLRB No. 186, slip op. at 22–23, 26, 36–37, 41–42, 47 (Members Miscimarra &

Johnson, dissenting); Hy-Brand I, 365 NLRB No. 156, slip op. at 4–5, 18–19, 30. But in Retro Environmental and Green JobWorks, LLC, Case 05-RC-154596, the Board and the Regional Director considered the relationships between the same labor supply agency, Green JobWorks, and several different user employers and reached opposite conclusions concerning joint employment. Far from BFI leading to the conclusion that all users are joint employers of supplier employers' employees, these two cases illustrate that BFI requires consideration of all the facts, as the common law also requires, and can lead to different results even in relation to the same supplier. In Retro Environmental, the Board found that Retro, the user, was a joint employer because "Retro's superintendent determines the sequence of work, oversees the work, and directs the day-to-day activities of both Retro's solely employed employees and those employees leased to Retro by Green JobWorks. Retro's foreman provides more detailed instructions. Retro determines the start and end times of breaks, and Retro is responsible for keeping track of the employees' hours. Retro also provides the necessary equipment to perform the assigned work on site." 364 NLRB No. 70, slip op. at 2. But in Green JobWorks, the Regional Director found that the user was not a joint employer, despite a contract with Green JobWorks that provided for payment of a set amount to Green JobWorks for different tasks and despite some evidence of direct supervision of Green JobWorks' employees by user personnel when Green JobWorks retained the right to pay its employees more than it was being reimbursed. See Decision and Direction of Election at 8-13, Green JobWorks, LLC, Case 05-RC-154596 (Oct. 21, 2015). Accordingly, the post-BFI Board decisions provide no rationale for departing from the BFI standard. In fact, they undermine criticism of BFI.

Nor can it be argued that cases are in the pipeline that reveal problems with the *BFI* standard but have simply not yet reached the Board. Even expanding the search to include

Administrative Law Judge (ALJ) and Regional Director (RD) decisions as well as General Counsel Advice Memoranda and Appeals Determinations citing *BFI*, we find only seven ALJ and seven RD decisions and nine General Counsel actions. *See* Appendix 2. These cases also reveal no change in the nature of joint employer allegations post-*BFI* and no novel outcomes.

2. Regional Director Decisions

In seven of the eight RD decisions citing BFI, the RD found no joint employment in relation to some or all of the employees at issue. See Decision and Order at 11–15, Akima Global Servs., LLC, Case 03-RC-161373 (Nov. 6, 2015) (supplier employers' armed security guards jointly employed by user security contractor, but unarmed security guards not jointly employed); Decision and Direction of Election at 7–13, Bannum Place of Saginaw, LLC, Case 07-RC-205632 (Oct. 31, 2017) (Bureau of Prisons not joint employer of firm that supplied social service coordinators, case managers, and counselor aides); Decision and Order at 15–17, Douglas Emmett Mgmt., LLC, Case 31-RC-203488 (Sept. 13, 2017) (property management firm joint employer of maintenance engineers supplied by one firm but not those supplied by second firm); Green JobWorks (discussed supra); Decision and Direction of Election at 2–7, Healthcare Serv. Grp., Inc., Case 21-RC-224993 (Sept. 5, 2018) (nursing home not joint employer of supplier employer's dietary, housekeeping, and laundry service employees); Decision and Order at 1, 4–5, 10, MGM Resorts Int'l, Case 28-RC-190984 (Jan. 27, 2017) (MGM not joint employer of supplier firm's security guards working at its hotel and casino); Decision and Order at 1, 6–8, Prof'l Drywall Concepts Inc., Case 09-RC-199625 (June 23, 2017) (general contractor not joint employer of drywall subcontractors' employees).

Moreover, in the three cases in which the RD found a joint employment relationship as to at least some of the employees at issue, the claims of joint employment were not novel and the

evidence was clearly sufficient to demonstrate joint employment under any standard. In the only case in which a RD applied *BFI* to find all the employees at issue to be jointly employed—*Retro Environmental*—Retro, a construction firm providing demolition and asbestos abatement services, retained a labor supply firm, D&H, to provide employees. At the project sites, Retro supervisors "exclusively determine the nature and sequence of work, oversee the work, and direct the day-to-day activities of the D&H employees; indeed, D&H stipulated that its supervisors play no role in the supervision of D&H supplied employees." Decision and Direction of Election at 11–12, *Retro Environmental, Inc.*, Case 05-RC-183442 (Nov. 18, 2016).

Similarly, in *Akima Global Services*, a security contractor directly supervised a supplier employer's armed officers during the night shift and applied all of its own employment policies to the supplier's employees. Decision and Order at 13–14, *Akima Global Servs.*, Case 03-RC-161373 (Nov. 6, 2015).

And in *Douglas Emmett Management*, a property management firm was found to be the joint employer of maintenance engineers supplied by another employer when the former "direct[ed] and assign[ed] the work of [the latter's] engineers at the job site on a daily basis." Decision and Order at 15, *Douglas Emmett Mgmt*., Case 31-RC-203488 (Sept. 13, 2017).

Like the post-*BFI* Board decisions, the RD decisions do not reveal anything unusual, much less problematic, about the adjudication of joint employer allegations under *BFI*.

In fact, the RD decisions, like the Board decisions, directly dispel several of the concerns expressed in the NPRM and the dissent in *BFI*. Critics have argued that *BFI* would render general contractors joint employers of subcontractors' employees, a result in tension with *NLRB v. Denver Building Trades Council*, 341 U.S. 675 (1951). *See BFI*, 362 NLRB No. 186, slip op. at 23, 36–37, 48 (Members Miscimarra & Johnson, dissenting); *Hy-Brand I*, 365 NLRB No. 156,

slip op. at 5, 19, 30. In *Professional Drywall Concepts*, however, the RD applied the BFI standard to the relationship between a general contractor and the employees of drywall subcontractors and found that the general was not a joint employer of the employees. Decision and Order at 6, Prof'l Drywall Concepts, Case 09-RC-199625 (June 23, 2017). Specifically, the RD found that the general contractor's requirement that all employees attend a safety training, attend weekly safety meetings, perform daily "stretch and flex" routines, and wear certain safety clothing, and the general's contractual reservation of the right to discipline employees for safety violations, were "merely an extension of [the general's] continuing responsibility to maintain overall safety at the jobsite, typical of any general contractor on a construction site." *Id.* at 7. Similarly, the RD found that the general contractor's requirement that work on the project be performed during certain hours due to local noise ordinances was not indicative of joint employment when the subcontractors had "free reign over how to utilize their employees to accomplish the work." Ibid.; see also Weis Builders, Inc. v. Operating Engineers Local 150, No. 15-C-2619, 2017 U.S. Dist. LEXIS 16647, at *11–13 (N.D. Ill. Feb. 7, 2017) (distinguishing BFI in holding that general contractor was not the joint employer of operating engineers employed by its subcontractor).

3. Administrative Law Judge Decisions

Turning to the ALJ decisions citing *BFI*, only six have applied the *BFI* standard to find a joint employer relationship. *See* Appendix 2.⁵ Moreover, as in the Board and RD decisions, the

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⁵ We do not include ALJ decisions later reviewed by the Board, since they are discussed above, unless the review led to summary affirmance on the joint employer issue.

ALJ decisions did not find joint employer relationships under novel factual circumstances and the evidence of common control of core terms and conditions of employment was overwhelming.

In Campaign for the Restoration and Regulation of Hemp (CRRH), the evidence of common control of labor relations was so strong that the judge found the three entities at issue were a single employer, and the judge applied *BFI* to find joint employment only as an alternative holding. Decision at 3–4, *CRRH*, Case 19-CA-143377 (Dec. 17, 2015).

In *Global Precision Systems, LLC*, the judge found that an ICE contractor that contracted with another security firm to supply guards was a joint employer when its project manager was involved in all hiring and represented both firms in grievances at the first step, and the two firms' employees had identical wages, were subject to a single employee handbook, and were placed on a single seniority list regardless of their nominal employer. Decision and Order at 2–5, *Global Precision Sys.*, Case 28-RC-182671 (Sept. 26, 2016).

Similarly in *Oxford Electronics, Inc.*, the judge found that an airport service provider jointly employed "encoders" (who type codes into the baggage sorting system) supplied by two supplier employers because the two supplier employers provided no on-site supervisors and "essentially provide[d] only referral and payroll services." Decision and Recommended Order at 23, *Oxford Elecs.*, Case 13-CA-115933 (May 31, 2017).

In *Preferred Building Services*, *Inc.*, the judge found a cleaning company to be the joint employer of a subcontractor cleaning company's employees where "employees of [the subcontractor] performed services under [the contractor's] actual control and direction and were hired, fired, and disciplined by [the contractor]." 366 NLRB No. 159, slip op. at 14 (2018).

In Seven Seas Union Square, LLC, the ALJ found a grocery store cooperative to be the joint employer of its member stores' employees when the cooperative retained counsel to

negotiate for all stores and the cooperative responded to grievances on behalf of the stores. Decision at 92–93, *Seven Seas Union Square*, Case 29-CA-164058 (Feb. 9, 2018).

Finally, in *Sprain Brook Manor Rehab, LLC*, the judge found that Sprain Brook, a nursing home, was the joint employer of the housekeeping and dietary employees as well as CNAs and LPNs provided to the home by supplier employers. 365 NLRB No. 45, slip op. at 39–44 (2017). The evidence for this was overwhelming. For example, the nursing supplier had no supervisory personnel on site. *Id.* at 43. Thus, "[t]he nursing staff accepted work assignments and schedule from . . . Sprain Brook management personnel." *Ibid.* Sprain Brook's director of nursing and HR assistant "interviewed and hired the nursing staff." *Ibid.* Sprain Brook also "dictated to [the housekeeping and maintenance supplier] the employees that would be absorbed by [the supplier] and set the terms and benefits of their employment." *Ibid.* The judge observed, "even under pre-*BFI Newby Island Recyclery* [precedent], joint-employer status was established." *Id.* at 44. Thus, like the post-*BFI* Board and RD decisions, the ALJ decisions reveal nothing but continuity in the pre- and post-*BFI* joint employer jurisprudence.

Furthermore, like the Board and RD decisions, the ALJ decisions also refute criticisms of the *BFI* standard. Critics have argued that *BFI* renders all contractors that employ subcontractors joint employers of the subcontractors' employees. *See supra* at p. 15. But in *Preferred Building Services*, the judge expressly stated that something more was required to render the contractor a joint employer. *See* 366 NLRB No. 159, slip op. at 14–15. In that case, the judge found the contractor to be a joint employer because "the preponderance of the evidence reveals a different relationship than a mere contractor/subcontractor agreement." *Id.* at 15. Similarly, in *Sprain Brook*, the judge explained, "the relationship between a typical contractor/subcontractor is one in which the subcontractor undertakes to perform a particular task, as opposed to the situation

herein in which [the contractor] treated the arrangement as one in which [the subcontractors] jointly provided employees for [the contractor's] use." 365 NLRB No. 45, slip op. at 40.

4. General Counsel Advice Memoranda and Appeals' Determinations

Finally, while seven General Counsel memos cite *BFI*, only five actually apply the *BFI* standard. *See* Appendix 2.⁶ In one of those five cases, *H&M Construction Co.*, Case 15-CA-164416, the General Counsel found no joint employment relationship. *See* Advice Memorandum dated June 20, 2016.

Significantly, in *H&M Construction*, the General Counsel concluded that the terms of a service agreement between the operator of a paper mill and a firm hired to provide landfill services were not sufficient to establish that the mill jointly employed the landfill contractor's employees. The General Counsel concluded:

The agreement requires H&M to have sufficient personnel onsite to ensure a smooth operation. It also requires H&M to have a day-shift crew on duty eight hours per day, five days a week, and shift workers operating on two 12-hour shifts, seven days a week. However, those provisions do not dictate the hours that any particular employee must work, and their purpose is to ensure only that H&M adequately provides the services for which it was retained by GP. Thus, these minimal staffing and scheduling requirements are insufficient to establish a joint employer relationship.

Id. at 10.

Thus, the General Counsel has applied *BFI* to find joint employment in only four cases. Like the Board, RD, and ALJ cases, there is nothing new or remarkable about the General Counsel's findings. In *Telemundo Television Studios, LLC*, Case 12-CA-186493, the General Counsel found that talent managers were joint employers of guest actors and day players

⁶ While the General Counsel's April 28, 2015 Advice Memorandum in *Nutritionality, Inc.*, Case 13-CA-134294, issued prior to the *BFI* decision, it is still significant because, after applying extant precedent, it applied the theory advanced by the General Counsel in *BFI* but nevertheless found that a franchisee and franchisor were not joint employers. *Id.* at 9–10.

supplied to a television studio where the managers recruited and hired the actors, codetermined their compensation, provided supervision on site when they supplied more than four actors to a project on any day, and purchased liability and workers compensation insurance covering the actors. Advice Memorandum dated June 13, 2017, at 3–5, 8–9.

In *Ashford TRS Nickel, LLC*, Case 19-CA-147032, the evidence of common control of labor relations was so strong that the General Counsel found that the owner of a hotel and a management firm were a single employer. Advice Memorandum dated Oct. 22, 2015, at 1, 3–5. Only as an alternative theory did the General Counsel instruct the region to allege joint employment under *BFI*. *Id*. at 1, 5–6.

In *Trump Entertainment Resorts, Inc.*, Cases 04-CA-143464, et al., the General Counsel merely reiterated his prior finding, under pre-*BFI* jurisprudence, that a "substantial creditor and investor" that was "publicly and privately involved in [a resort owner's] negotiations with the Union" was a joint employer along with the owner of the resort. Advice Memorandum dated May 24, 2016, at 10.

Finally, in *Brooks Memorial Hospital*, Case 03-CA-148201, the General Counsel found that a hospital and pharmacy management company were joint employers of pharmacy technicians working in the hospital where the hospital had the right to remove technicians and had effectively requested discipline of a technician; the hospital regularly conveyed concerns about technicians' performance to technicians through the pharmacy management company and a hospital manager had directly addressed concerns to technicians on at least one occasion; the hospital reimbursed technicians for a required certification test; and the hospital required technicians to participate in its continuing education programs. Advice Memorandum dated Nov. 3, 2015, at 1, 4–8.

Only two appeals' determination letters cite *BFI*:⁷ one found it irrelevant and the other affirmed a RD conclusion that a security contractor and client were joint employers under either the pre-*BFI* standard or the *BFI* standard. *See* Appendix 2.

This comprehensive review of all post-*BFI* cases clearly reveals that none of the specters raised in the dissent in that case have materialized. The NPRM characterizes *BFI* as adopting a "relaxed standard." 83 Fed. Reg. at 46687. But to date, *BFI* has not been applied to find any novel categories of employers to be joint employers. The NPRM states: "The last three years have seen much volatility in the Board's law governing joint employer relationships." 83 Fed. Reg. at 46682. But, in fact, the actual cases decided by the Board, RDs, and ALJs and reviewed by the General Counsel reveal nothing but continuity. *BFI* has not been applied to find franchisors and franchisees to be joint employers. *BFI* has not been applied to find general contractors and subcontractors to be joint employers. *BFI* has not been applied to permit what previously would have been unlawful secondary activity.

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⁷ While we are not able to search for appeals' determinations citing *BFI*, the Board's response to our FOIA request provided only three determination letters. The third did not cite *BFI*, but affirmed the dismissal of joint employer allegations. *See* Letter from Director of Office of Appeals to Counsel for Charging Party dated Aug. 16, 2016, *Labor Plus, LLC*, Cases 28-CA-161779, et al.

⁸ The Board's misplaced concern about the *BFI* standard may be due to the fact that the NPRM does not actually consider the full standard. Nowhere in the NPRM does the Board acknowledge or analyze the fact that *BFI* established a two-prong standard. As the D.C. Circuit observed in *BFI*: "There is a second half to the Board's new test that bears mention." 2018 U.S. App. LEXIS 36706, at *53. If a common law employment relationship exists, the Board held, "the inquiry then turns to whether the putative joint employer possesses sufficient control over employees' essential terms and conditions of employment to permit meaningful collective bargaining." *BFI*, 362 NLRB No. 186, slip op. at 2. Nowhere does the Board analyze that second prong of the *BFI* standard and thus the NPRM does not explain why that limitation on the scope of joint employment relationships is insufficient to address any concerns about the *BFI* standard.

It is thus clear that the Board lacks adequate experience applying the *BFI* standard to determine if modification via rulemaking or otherwise is merited. In fact, an analysis of the Board's actual experience demonstrates that no modification of the standard is merited.

B. The Board's Rationale for the Proposed Rule Is Contradicted by Its Own Regulatory Flexibility Act Analysis

Critics of *BFI* have argued that its standard forces firms to adjust productive economic relationships, like franchisee-franchisor and user employer-supplier employer relationships, in order to avoid unwarranted findings of joint employment. *See BFI*, 362 NLRB No. 186, slip op. at 44–46 (Members Miscimarra & Johnson, dissenting); *Hy-Brand I*, slip op. at 26–28; *see also* Brief *Amici Curiae* of Coalition for a Democratic Workplace et al. at 20–21, *BFI*, 362 NLRB No. 186 (No. 32-RC-109684) (arguing that broadening of joint-employer standard would impede use of "cost-plus contracts and other types of outsourcing relationships [that] are currently and have historically been an integral feature of business operations in this country"). But, if that were true, overturning *BFI*, as proposed in the NPRM, would cause those firms to readjust their relationships once they were free of the alleged legal threat posed by *BFI*, with at least some transition costs. Yet the Board states that the rule will impose "no costs of modifying existing processes and procedures." 83 Fed. Reg. at 46695. The finding that reversing *BFI* will not cause firms to readjust their relationships strongly suggests that *BFI* did not cause firms to adjust their relationships in the first place.

C. The Board Has Not Stated an Adequate Justification for Each Specific Element of the Proposed Standard

The Board has proposed a complex, multi-part test for assessing claims of joint employment. The elements of the test largely have the effect of limiting the forms of evidence

deemed relevant to joint employment. The Board must provide an adequate and separate justification for each element of the proposed test. It has not done so.

1. The Board Cannot Simply Revert to the Pre-BFI Joint Employer
Standard Because Many Elements of That Standard Have Never Been
Explained or Justified

It is not sufficient justification for the proposed rule to assert that the Board erred in *BFI* in altering the joint employer standard. That might justify departing from the *BFI* standard but it would not justify the proposed rule. Nor would it be sufficient to cite the case law overturned in *BFI*. That would not be sufficient because, in critical respects, the Board has never explained or justified elements of the standard articulated in the cases that were overturned in *BFI*. Thus, the Board must now independently justify each element of the standard it proposes.

The Board's decision dismissing the relevance of contractual rights to control terms and conditions of employment, as also proposed in the NPRM, did not explain or justify the change in the law. *See AM Property Holding Corp.*, 350 NLRB 998, 1000 (2007). Indeed, in *AM Property*, the Board cited only its own prior decision in *TLI*, *Inc.*, 271 NLRB 798 (1984), which actually did not address the issue at all, *see id.* at 798–99 (noting agreements' terms but not discussing issue further).

Similarly, the Board's decision introducing the "direct and immediate" requirement, also proposed in the NPRM, provided no explanation and cited no common law sources. *See Airborne Freight Co. (Airborne Express)*, 338 NLRB 597 (2002). Rather, *Airborne Express*, which introduced the "direct and immediate" limitation in a footnote, *see id.* at 597 n.1, also cited only the Board's own prior decision in *TLI*, which did not use that language at all, let alone justify it, *see* 271 NLRB at 798–99.

Finally, as with the earlier Board decisions concerning both the right to control and indirect control, the pre-*BFI* decisions dismissing evidence of direct control that can be characterized as "limited and routine," as proposed in the NPRM, did not explain in any way the authority or rationale for discounting such evidence or cite anything to support it. *See Laerco Transp. & Warehouse*, 269 NLRB 324, 326 (1984) (finding that the supervision exercised by the user employer over the supplier employer's employees was "so routine that it was insufficient to render them joint employers"); *TLI*, 271 NLRB at 799 ("[S]upervision and direction exercised . . . on a day-to-day basis is both limited and routine, and . . . does not constitute sufficient control to support a joint employer finding."); *see also Southern Cal. Gas Co.*, 302 NLRB 456, 462 (1991) (affirming ALJ's finding that the putative joint employer's "orders and directions to the day shift employees were in the nature of routine directions" and that "such assignment or direction [did not] establish[] evidence of supervision"). Moreover, the pre-*BFI* decisions do not define the terms "limited" and "routine" or explain the relationship between them.

Thus, the Board must now provide a separate and independent justification for each element of the proposed standard and cannot simply cite the earlier decisions.

2. The Board Has Not Provided a Separate and Independent Justification for Each Element of the Proposed Standard

The proposed rule establishes a complex, multi-part standard for evaluating allegations of joint employment. The standard is based on a general qualifying condition, *i.e.*, the facts that must be proven to establish joint employment. But in the proposed rule text, the general qualifying condition is preceded, intersected, and followed by a number of limitations narrowing the proof that will be deemed sufficient to establish joint employment, even if the proof satisfies

the general qualifying condition. The Board has not adequately justified the choice of terms used in the general qualifying condition or any of the limitations.

To justify each term, the Board must explain its independent significance by describing situations in which the application of the term would be dispositive and why that result would be correct under the common law or the Act. The Board must do so because the courts, as well as the Board itself, will be required to presume that each term used in the final rule has a distinct meaning and that the Board did not intend any term to be mere surplusage. See NRDC v. EPA, 489 F.3d 1364, 1373 (D.C. Cir. 2007) ("EPA's interpretation would make the words redundant and one of them 'mere surplusage,' which is inconsistent with a court's duty to give meaning to each word used by Congress."); see also Babbitt v. Sweet Home Chapter of Cmtys. for a Greater Or., 515 U.S. 687, 698 (1995) ("A reluctance to treat statutory terms as surplusage supports the reasonableness of the Secretary's interpretation."); cf. Bailey v. United States, 516 U.S. 137, 145 (1995) ("[W]e read § 924(c)(1) with the assumption that Congress intended each of its terms to have meaning. . . . Nothing here indicates that Congress, when it provided these two terms, intended that they be understood to be redundant. We assume that Congress used two terms because it intended each term to have a particular, nonsuperfluous meaning.").9 Here, the Board has wholly failed to define, explain, or justify each term in the proposed rule.

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⁹ While the cases cited above pertain to the interpretation of statutory language, the same principle applies to the interpretation of regulatory language. *See, e.g., Nat'l Ass'n of Home Builders v. Defs. of Wildlife*, 551 U.S. 644, 668–69 (2007) (rejecting as "implausible" an interpretation of a regulation that would render it "entirely superfluous," and would assume that a particular term used therein is "mere surplusage," because the Court has "cautioned against reading text in a way that makes part of it redundant").

a. The General Qualifying Condition

The general qualifying condition proposed in the NPRM is that joint employers "share or codetermine the employees' . . . terms and conditions of employment." 83 Fed. Reg. at 46696. The common understanding of the term "employer" and the underlying policies of the NLRA support the general intent of the qualifying condition—if an entity determines employees' terms and conditions of employment, separately or along with another entity, then the entity is the employees' employer. But while the general intent of the qualifying condition is consistent with the common law, the actual terms used to describe the condition in the NPRM are not appropriate.

The proposed rule's general qualifying condition provides that employers that "share . . . the employees' . . . terms and condition of employment" are joint employers. But it is not clear what it means for an employer to "share" employees' terms of employment. The qualifying condition should be revised to provide that employers are joint employers of a set of employees if the employers "each, separately determine some of the employees' terms and conditions of employment, or share in determining or codetermine any of the employees' . . . terms and conditions of employment."

As rewritten, the general qualifying condition would be consistent with the common law and would further the policies of the Act by permitting employees to potentially bargain with any entity that determines, alone or with another employer, any of their terms and conditions of employment. The current proposal, however, uses inappropriate terms to describe the basic qualifying condition. Moreover, as discussed below, the proposal also imposes multiple limitations on the proof sufficient to establish joint employment, which are not separately and independently justified.

b. The Limitations on Relevant Evidence

i. Essential Terms and Conditions

The NPRM's proposed rule interposes the limiting term "essential" in the middle of the basic qualifying condition. *See* 83 Fed. Reg. at 46696. Under the proposed rule, an entity is not an employer of employees, even if it controls some of the employees' terms and conditions of employment, if those terms and conditions are not "essential." In fact, an entity may determine multiple terms and conditions of employment and still not be deemed an employer if none of the terms are deemed essential under the proposed rule.

This limitation is inconsistent with Section 8(a)(5) and (d) of the NLRA, which together impose an obligation on employers to bargain in good faith "with respect to wages, hours, and other terms and conditions of employment." 29 U.S.C. § 158(d); *see id.* § 158(a)(5). In other words, the Act does not limit the duty to bargain to "essential" terms and conditions of employment, and it would be inappropriate for the Board to smuggle that limitation in through the backdoor via its definition of joint employment.

The limitation is also inconsistent with the Act's underlying policies, as articulated by the Board in *Management Training Corp.*, 317 NLRB 1355 (1995). In that case, the Board decided not to decline jurisdiction over a private employer that shared determination of employees' terms and conditions of employment with a non-covered, public employer based on a judgment about "which terms and conditions of employment are or are not essential to the bargaining process." *Id.* at 1357. The Board reasoned that while "[t]he employer in question must, by hypothesis, control *some* matters relating to the employment relationship, or else it would not be an employer under the Act[,]... in the final analysis, employee voters will decide for themselves whether they wish to engage in collective bargaining" with an employer that does not control *all* of their

terms and conditions of employment. *Id.* at 1358 (emphasis added). In short, the Board cannot and should not determine what is "essential" to employees who have a statutory right to bargain about all "terms and conditions of employment." *See id.* at 1357–58; 29 U.S.C. § 158(d); *see also Pitney Bowes, Inc.*, 312 NLRB 386, 386 n.1 (1993) ("Although Member Raudabaugh agrees with the result, he does not agree that a 'joint employer' analysis should focus only on 'essential' terms and conditions of employment. . . . Member Raudabaugh would consider all terms and conditions of employment, albeit he would attach greater importance to the 'essential' ones.")

The Board appears to indicate what it considers to be "essential" terms and conditions of employment in the proposed rule language: "such as hiring, firing, discipline, supervision, and direction." *See* 83 Fed. Reg. at 46696. But that language suggests that an employer that establishes terms and conditions of employment that are not on that list or like those on that list will not be deemed a joint employer under the rule, and such a limitation on terms and conditions of employment appears nowhere in the Act. Indeed, employers have a duty to bargain about a wider set of terms and conditions. *See* 29 U.S.C. § 158(d) (defining employer's duty to bargain as an obligation to "confer in good faith over wages, hours, and other terms and conditions of employment"). And courts of appeals have held that "[a] joint employer relationship exists when an employer exercises authority over employment conditions which are within the area of mandatory collective bargaining." *Sun-Maid Growers of Cal. v. NLRB*, 618 F.2d 56, 59 (9th Cir. 1980).

The aforementioned examples of "essential" terms and conditions of employment stated in the NPRM are also in tension with the Act's definition of supervisors. Employees are statutory supervisors if they have authority "to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees . . . or to adjust their grievances." 29

U.S.C. § 152(11). Surely entity A is a joint employer of entity B's employees if entity A employs employees who have authority to lay off, recall, promote, reward, or adjust the grievances of entity B's employees, *i.e.*, who are entity B's employees' supervisors. Yet the proposed rule's examples of "essential terms and conditions of employment" suggest otherwise.

ii. Direct and Immediate

The proposed rule would further narrow the basic qualifying condition by requiring that a joint employer not only determine employees' essential terms and conditions of employment, but do so directly and immediately. The proposal requires that a joint employer exercise "direct and immediate control over the employees' essential terms and conditions of employment." 83 Fed. Reg. 46696–97.

Examination of the consequences of the proposed limitation, *i.e.*, of codifying the complete irrelevance of indirect control, makes clear that the proposal is unacceptable. Entity A, for example, could direct a contractor B to supply a specific number of employees with specific qualifications to work on specified shifts. A could then exert close supervision of B's employees, assigning them to shifts, locations, and tasks and correcting and otherwise directing their work, as long as the actual directions to the employees from A's supervisors were communicated through B's supervisors. If particular employees did not follow such directions or otherwise perform adequately, then A could direct B to fire them. Under the proposed rule, these facts would not establish joint employment. But the mere interposing of a layer of supervision, whereby the supplier employer relays instructions from the user entity to the supplier's employees, surely cannot insulate the user from the responsibilities of being an employer under the NLRA. Evidence of such indirect control is relevant to the joint employer inquiry.

The proposal to disregard all evidence of indirect control is also inconsistent with the statutory definition of the term "supervisor" in the NLRA, despite the fact that a supervisor is defined to be an employee who possesses specified authority "in the interest of the employer." 29 U.S.C. § 152(11). Section 2(11) of the Act defines a supervisor to include "any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action." Id. (emphasis added). And the Board, with court approval, has consistently held that employee A is a supervisor even if his or her decisions about terms and conditions of employment are executed by employee B. See, e.g., NLRB v. Mo. Red Quarries, Inc., 853 F.3d 920, 923–28 (8th Cir. 2017) (upholding Board finding that employee was statutory supervisor under section 2(11) based in part on evidence that he had the authority to make hiring recommendations); Monotech of Mississippi v. NLRB, 876 F.2d 514, 517 (5th Cir. 1989) (same but concerning recommendations as to wage increases); Abilene Sheet Metal, Inc. v. NLRB, 619 F.2d 332, 345 (5th Cir. 1980) (same but concerning recommendations regarding the assignment of workers); cf. NLRB v. J.K. Elecs., Inc., 592 F.2d 5, 6–7 (1st Cir. 1979) (upholding Board's determination that group leaders were statutory supervisors, which "rested on its finding that the group leaders ha[d] the power to effectively recommend disciplinary action in the areas of rule infractions and low production" (emphasis added)); Wine & Liquor Salesmen & Allied Workers v. NLRB, 452 F.2d 1312, 1318 (D.C. Cir. 1971) (upholding Board's determination that sales managers were supervisors based in part on record evidence that "[o]n one occasion they investigated the alleged misconduct of a salesman, recommended his dismissal, and he was dismissed by [the employer's vice president]") Thus, under settled law, supplier firm's employee A is a supervisor of the supplier's

employees if he or she effectively recommends discipline to higher management in the supplier firm. But, if the proposed rule were adopted, a user employer that employs employee A would not be the employer of the supervised employees if employee A effectively recommends discipline to employees of the supplier employer. That contradiction in the jurisprudence would be unsustainable.

Moreover, the proposal does not explain the relationship between the two adjectives "direct" and "immediate" or provide a separate and independent definition of each term. In particular, the primary meaning of the term "immediate" is without delay. *Immediate*, Black's Law Dictionary (6th ed. 1990); *accord* Merriam Webster's Online Dictionary, https://www.merriam-webster.com/dictionary/immediate. Yet how long it takes for an employer to control employees' terms of employment is not relevant to employer status. And if the Board intends the term "immediate" to mean without an intervening cause, then it is redundant of the term "direct" and should be eliminated.

iii. Substantial

The proposal would also add an entirely novel limitation on even the "direct and immediate" control over terms and conditions of employment that would be considered relevant to joint employment. Under the proposed rule, only "substantial" direct and immediate control is relevant. Yet that limitation has never been imposed by the Board and it is not contained in the cases that originated the "direct and immediate" requirement. *See, e.g., Airborne Express*, 338 NLRB at 597 & n.1; *TLI*, 271 NLRB at 788–89. The Board does not explain why it is

interposing this additional limitation, define what is "substantial," or justify the limitation under the common law or the NLRA.

Nor does the Board explain the relationship between "substantial" direct and immediate control and direct and immediate control that "is not limited and routine," *see infra*. Indeed, the Board uses the concepts interchangeably even in the same paragraph in the NPRM. *See*, *e.g.*, 83 Fed. Reg. at 46686–87 ("[T]he Board is presently inclined to find, consistent with prior Board cases, that even a putative joint employer's 'direct and immediate' control . . . may not give rise to a joint-employer relationship where that control is too limited in scope. *See*, *e.g.*, *Flagstaff Medical Center*, 357 NLRB [659,] 667 [(2011)]. . . . Cases like *Flagstaff Medical Center* . . . are consistent with the Board's present inclination to find that a putative joint employer must exercise substantial direct and immediate control.") The two categories of control—not substantial and limited and routine—appear to overlap entirely. The Board must explain the different and independent meaning of the two terms "substantial" and "not limited and routine."

iv. Limited and Routine

Finally, under the proposed rule, an entity is not a joint employer even if it exercises substantial, direct and immediate control over essential terms and conditions of employment if that control is "limited and routine." 83 Fed. Reg. at 46697. As explained above, however, the requirement that the control not be "limited" appears to be redundant of the requirement that it be substantial. Moreover, the Board provides no definition of the word "routine" or justification for wholly discounting "routine" control. Of course, the primary definition of the word "routine" is "regular." *Webster's New World Dictionary* (2d College ed. 1972). Thus, the two terms "limited" and "routine" are actually contradictory. And there is no

reason to discount regular control. Indeed, the regularity of control should weigh in favor of a joint employment finding.

While the Board does not define the terms "limited" and "routine," it suggests a definition of "limited and routine" in the NPRM where it states: "The Board generally [has] found supervision to be limited and routine where a supervisor's instructions consist[] mostly of directing another business's employees what work to perform, or where and when to perform the work, but not how to perform it." 83 Fed. Reg. at 46683. That definition is drawn from AM Property. See 350 NLRB at 1001 ("The Board has generally found supervision to be limited and routine where a supervisor's instructions consist primarily of telling employees what work to perform, or where and when to perform the work, but not how to perform the work."). But neither the NPRM nor the earlier case law explain why relevant supervision should be so limited. See id.; see also Flagstaff Med. Ctr., 357 NLRB at 667; G. Wes Ltd. Co., 309 NLRB 225, 226 (1992); Lee Hosp., 300 NLRB 947, 950 (1990); TLI, 271 NLRB at 799. The limitation would exclude putative joint employers whose agents are clearly supervisors of another employer's employees because they assign and direct those employees. See 29 U.S.C. § 152(11) ("The term 'supervisor' means any individual having authority, in the interest of the employer, to . . . assign . . . other employees, or responsibly to direct them ").

The categorical disregard of all supervision that does not involve telling employees how to do their work (the "manner and means" of performance) is not appropriate when employee status is not at issue. Rather, it is an inappropriate artifact of the use of outdated independent

¹⁰ Indeed, the Board also suggests in the NPRM that control may be limited so long as it is not "too limited." 83 Fed. Reg. at 46686. Yet, as discussed above, the Board fails to define the term "limited," let alone the term "too limited."

contractor jurisprudence in joint employer cases. *See SuperShuttle DFW, Inc.*, 367 NLRB No. 75, slip op. at 7, 11 (2019) (noting that the Board's prior jurisprudence "overemphasizes the significance of 'right to control' factors" while "the Restatement expressly recognize that a master-servant relationship can exist in the absence of the master's control over the servant's performance of work"). While control of the manner and means of performance may be relevant to the determination of whether a worker is an employee or an independent contractor for purposes of vicarious liability for the worker's torts, it is not the central factor in the determination of whether the worker is an employee or an independent contractor for purposes of the NLRA, *see id.*, and it is certainly not in the determination of whether an entity that otherwise supervises the worker is a joint employer when the worker is conceded to be an employee and not an independent contractor.

Both the courts and the Board have recognized that while highly-skilled professionals, like nurses, and low-skilled workers, like janitors, may require little or only "routine" supervision, they nevertheless remain employees of the employer providing that supervision. *See, e.g., Holyoke Visiting Nurses Ass'n v. NLRB*, 11 F.3d 302, 307 (1st Cir. 1993); *Syufy Enters.*, 220 NLRB 738, 740 (1975).

v. Additional Suggested Limitations Are Not Grounded in the Terms of the Proposed Rule

The NPRM also suggests that the Board may limit the evidence relevant to joint employment in ways not required by the terms of the proposed rule. Specifically, the Board states that "it will be insufficient to establish joint-employer status where the degree of a putative joint employer's control is too limited in scope (perhaps affecting a single essential working condition and/or exercised rarely during the putative joint employer's relationship with the undisputed employer)." 83 Fed. Reg. at 46687. It is not clear which element of the proposed

standard this further limitation is derived from. The proposed rule requires only that the employer determine "essential terms and conditions," not more than one essential term and condition. The suggestion that controlling only one essential working condition is insufficient to establish joint employment is untenable, as it would permit the Board to hold not only that an entity that controls only wages is not an employer but also that employees have no employer so long as authority over essential working conditions is sufficiently fractured among multiple entities. Given that *BFI* made clear that a joint employer is only obligated to bargain over the terms and conditions of employment it controls, *see* 362 NLRB No. 186, slip op. at 2, 15, there is no basis for the suggested limitation.

The NPRM's further suggestion that control over essential terms and conditions of employment is not sufficient if it is "exercised rarely" is equally untenable. It would permit the Board to hold that an entity that sets initial wages is not an employer. Moreover, the suggestion is discordant with the Board's longstanding construction of the definition of the term "supervisor," as explained below. *See infra* at pp. 45–46.

The NPRM also states that it would not serve the purposes of the Act to define as a joint employer "a business partner of the employer that does not actively participate in decisions setting unit employees' wages, benefits, and other essential terms and conditions of employment." 83 Fed. Reg. at 46686. Again, it is not clear which element of the proposed standard this further limitation is derived from. Moreover, this limitation is untenable because it would exclude from the definition of joint employer a business partner that implements decisions setting terms of employment, for example, through its supervisors.

3. <u>All the Limiting Terms Are Vague and Inherently Not Subject to Precise</u> Definition

Additionally, the limitations that the proposed rule imposes on the forms of control of employees' terms and conditions of employment that are cognizable in a joint employer inquiry are all highly ambiguous because they all employ terms that describe a quality of control exercised over terms and conditions of employment that falls along a continuum without specifying where on the continuum the line between relevance and irrelevance should be drawn. The words "essential," "substantial," "limited," and "routine" are not subject to precise definition for this reason. Imposing multiple limitations of this type will mire the Board and interested parties in endless, inconclusive litigation over the meaning of the proposed standard.

4. The Proposed Examples Contradict the Terms of the Proposed Rule

Rather than explaining the terms of the proposed rule, in several instances, the examples in the NPRM simply contradict those terms. For example, the proposed rule requires that a joint employer exercise "direct and immediate" control over employees' terms and conditions of employment. But the examples make clear that those terms cannot be literally understood without permitting economic actors to make a mockery of the NLRA by exercising effective control over terms and conditions of employment, but interposing an intermediary so that the control is neither direct nor immediate. Thus, Example 2 states that a user employer whose contract with a supplier employer sets the wages of the supplier employers' employees exercises "direct and immediate control over the employees' wage rates." 83 Fed. Reg. at 46697. But that is simply not true. The user exercises effective, indirect control over the employees' wage rates. Similarly, Example 4 states that a user employer whose supervisors regularly require a supplier employer's supervisors to relay detailed instructions to the supplier employer's employees exercises direct and immediate control over the employees. 83 Fed. Reg. at 46697. But again,

that is not true, at least under the common understanding of the terms. The user exercises pervasive and effective indirect control. Examples 6 and 11 follow this same pattern. *See* 83 Fed. Reg. at 46697. The examples do not serve to explain or define the terms "direct and immediate." Rather, they illustrate the fact that the proposed rule's rejection of the forms of indirect control considered relevant to joint employer status under *BFI* cannot be taken literally without undermining the Act's purposes. The examples indicate that indirect control is relevant and that the Board should not reverse *BFI*'s recognition of that relevance while stretching the meaning of "direct and immediate" beyond its breaking point.¹¹

5. <u>Unsupported and Inaccurate References to Joint and Several Liability Do Not Support the Limiting Terms</u>

The NPRM states that it is the Board's "initial view" that "the Act's purposes would not be furthered by . . . exposing to joint-and-several liability[] a business partner of the employer that does not actively participate in decisions setting unit employees' wages, benefits, and other essential terms and conditions of employment." 83 Fed. Reg. at 46686. Setting aside the inaccurate and incomplete characterization of the *BFI* standard, the implicit suggestion that joint employers are jointly-and-severally liable for unfair labor practices or anything else is simply wrong. Probably for that reason, the Board wholly fails to cite the controlling case law or analyze the liability of joint employers under the Act.

In fact, the Board has made clear that joint-and-several liability will *not* be imposed in a "case . . . where one joint employer merely supplies employees to its coemployer and otherwise takes no part in the daily direction of the employees, does not participate in their oversight, and

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¹¹ Moreover, as pointed out above, the Board does not explain the binding force of its examples. In the proposed rule text, they are not proceeded by any explanatory language. *See* 83 Fed. Reg. at 46697.

has no representatives at the worksite." *Capitol EMI Music, Inc.*, 311 NLRB 997, 1000 (1993). In that "situation," the Board recognizes that "joint employers are not in a position that would allow them to learn, even with the expenditure of reasonable efforts, of their coemployer's unilateral unlawful actions." *Ibid*. And, even where one joint employer does not simply supply employees to the other joint employer and takes part in "daily direction" and "participate[s] in their oversight," there is no strict or vicarious liability. Rather, the Board will "find both joint employers liable for" the unlawful act of one "only when the record permits an inference (1) that the nonacting joint employer knew or should have known that the other employer acted against the employee for unlawful reasons and (2) that the former has acquiesced in the unlawful action by failing to protest it or to exercise any contractual right it might possess to resist it." *Ibid*. ¹²

Thus, concern about liability provides no basis for the proposed rule.

III. THE PROPOSED RULE IS INCONSISTENT WITH THE COMMON LAW AND ITS DEPARTURES FROM THE COMMON LAW ARE NOT ADEQUATELY EXPLAINED OR JUSTIFIED

The NPRM expressly seeks input "regarding the current state of the common law on joint-employment relationships." 83 Fed. Reg. at 46687. We thus explain below how the proposed rule is inconsistent with the common law and how the Board has failed to explain or justify those inconsistencies based on any policies rooted in the NLRA. These inconsistencies with the common law are critical because departure from the common law may render the Board's action arbitrary and capricious. *See Seattle Opera v. NLRB*, 292 F.3d 757, 765 n.11 (D.C. Cir. 2002) (noting that the Board's "neglect of the common law definition

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¹² In addition, "business partner[s]" can allocate potential liability by agreement, for example, through an indemnification clause. To the extent the Board bases the proposed rule on concern about liability, it must explain why permitting the parties to allocate potential liability is not sufficient to address any such concerns.

could . . . render[] its decision arbitrary and capricious"); see also NLRB v. Town & Country Elec., 516 U.S. 85, 94 (1995) ("In some cases, there may be a question about whether the Board's departure from the common law of agency . . . renders its interpretation unreasonable.") Here, the Board has neglected the common law definition in four critical respects.

A. The Common Law Requires Consideration of All Incidents of the Relationship

First, although the common law requires consideration of all relevant facts in assessing whether an employment relationship exists, the proposed rule wholly dismisses several categories of relevant facts, *e.g.*, reserved control over terms and conditions of employment, indirect control, and limited and routine control.

The Supreme Court has instructed, albeit in the context of distinguishing between employees and independent contractors, that "all of the incidents of the relationship must be assessed and weighed with no one factor being decisive. What is important is that the total factual context is assessed." NLRB v. United Ins., 390 U.S. 254, 258 (1968) (emphases added). Under the common law, the test has always been a multi-factor test that considers all evidence of control of terms and conditions of employment. See Restatement (Second) of Agency § 220(2) ("In determining whether one acting for another is a servant or an independent contractor, the following matters of fact, among others, are considered." (emphasis added)). Other enforcement agencies, such as the Equal Employment Opportunity Commission, agree that "all of the circumstances in the worker's relationship with each of the businesses should be considered to determine if either or both should be deemed his or her employer." EEOC Notice No. 915.002, Enforcement Guidance: Application of EEO Laws to Contingent Workers Placed by Temporary Employment Agencies and Other Staffing Firms at Coverage Issues (Dec. 3, 1997), available at https://www.eeoc.gov/policy/docs/conting.html. The proposed rule departs from the Supreme

Court's and common law's command by wholly discounting various elements of the relationship between employees and an alleged joint employer.

B. The Common Law Requires Consideration of Reserved Control

Second, the proposed rule wholly discounts reserved control, which the common law clearly recognizes as relevant to determining if an employment relationship exists. Sections 2 and 220 of the Restatement (Second) of Agency define a "master" as someone who "controls or has the right to control" another and a "servant" as someone employed by the master who is "subject to the [master's] control or right to control." Restatement (Second) of Agency §§ 2(1)— (2), 220(1) (emphases added). In distinguishing between employees and independent contractors, ¹³ the Restatement directs courts to consider the "extent of control which, by the agreement, the master may exercise over the details of the work." Id. § 220(2)(a) (emphases added). The comments are also careful to specify that either control "or right to control" is sufficient to establish an employment relationship. Id. § 220 cmt. d. In fact, the comments note that in some instances, there may be "an understanding that the employer shall not exercise control," even when it has a right to do so, describing a cook who "is regarded as a servant although it is understood that the employer will exercise no control over the cooking." *Id.*; see also id. § 14 cmt. a ("The extent of the right to control the physical acts of the agent is an important factor in determining whether or not a master-servant relation between them exists.");

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¹³ Both the Restatement sections and court decisions concerning the distinction between independent contractors and employees are relevant to the joint employer analysis because they identify the forms of control that are relevant to employer status. But the absence of one or more of those forms of control is less relevant in the joint employer context when it is exercised by another employer and not retained by the worker. *See BFI*, 2018 U.S. App. LEXIS 36706, at *36–37.

id. § 250 cmt. a (identifying the "right to control physical details as to the manner of performance" as "characteristic of the relation of master and servant").

Both the Supreme Court and the courts of appeals have also held that the right to control is a relevant factor in assessing whether an employment relationship exists. In National Mutual Insurance Co. v. Darden, the Supreme Court stated: "In determining whether a hired party is an employee under the general common law of agency, we consider the hiring party's right to control the manner and means by which the product is accomplished." 503 U.S. 318, 323 (1992) (emphasis added) (internal quotation marks omitted). Darden rested on the Court's earlier decision reaching the same conclusion in Community for Creative Non-Violence v. Reid, 490 U.S. 730, 751 (1989). Indeed, the relevance of the right to control was established over a century and a quarter ago. In Singer Manufacturing Co. v. Rahn, the Court held that the "relation of master and servant exists whenever the employer retains the right to direct the manner in which the business shall be done." 132 U.S. 518, 523 (1889) (emphasis added); see also Clackamas Gastorenterology Assocs., P.C. v. Wells, 538 US. 440, 448 (2003) ("At common law the relevant factors defining the master-servant relationship focus on the master's control of the servant," including "the right to control by the master" (internal quotation mark omitted)); Chicago Rock Island & Pac. Ry. Co. v. Bond, 240 U.S. 449, 456 (1916) (holding that worker was not an employee where company "did not retain the right to direct the manner in which the business should be done . . . or, in other words did not retain control not only of what should be done, but how it should be done" (emphases added)).

The D.C. Circuit has similarly made clear that the "right-to-control standard is an established aspect of the common law of agency." *BFI*, 2018 U.S. App. LEXIS 36706, at *27–28; *see also id.* (noting that the consideration of reserve control "finds extensive support in the

common law of agency"). "It is the right and not the exercise of control which is the determining element." Democratic Union Org. Comm. v. NLRB, 603 F.2d 862, 874 (D.C. Cir. 1978) (internal quotation mark omitted); see also id. at 873 ("Where the person for whom the services are performed retains the right to control the manner and means by which the result is to be accomplished the relationship is one of employment " (emphasis added)). As the court explained in Joint Council of Teamsters No. 42 v. NLRB, 450 F.2d 1322 (D.C. Cir. 1971), "[t]he traditional common law test utilized in distinguishing between an employee and an independent contractor is the examination of the right and extent of control reserved by those for whom the individual in question is working." *Id.* at 1326 (emphasis added). "[I]t is the right to control, not control, or supervision itself, which is most important." Ibid.; see also Al-Saffy v. Vilsack, 827 F.3d 85, 97–98 (D.C. Cir. 2016) (citing statutes granting right of control as relevant to joint employer inquiry); Seattle Opera v. NLRB, 292 F.3d 757, 762 (D.C. Cir. 2002) (noting that the "right to control" is relevant); Constr., Bldg. Material, Ice & Coal Drivers, Helpers & Inside Emps. Union, Local No. 221 v. NLRB, 899 F.2d 1238, 1242 (D.C. Cir. 1990) (R.B. Ginsburg, J.) ("The right to control the 'means and manner' of job performance . . . is . . . recurrent in the cases in point" addressing employee versus independent-contractor status (emphasis added)); City Cab Co. of Orlando v. NLRB, 628 F.2d 261, 265–66 (D.C. Cir. 1980) ("In this case, . . . the company effectively retains control over the manner in which its [workers] perform their duties. . . . [W]e think the record adequately supports the Board's finding that these [workers] were employees "); Joint Council of Teamsters No. 42, 450 F.2d at 1327 (holding that a worker "may be deemed an employee, rather than an independent contractor, if the principal explicitly or implicitly reserves the right to supervise the details of his work"); Dovell v. Arundel Supply Corp., 361 F.2d 543, 544–45 (D.C. Cir. 1966) ("The decisive test in determining whether

the relation of master and servant exists is whether the employer has the right to control and direct the servant in the performance of his work and in the manner in which the work is to be done. . . . [I]t is not the manner in which the alleged master actually exercised his authority to control and direct the action of the servant which controls, but it is his right to do so that is important.... Probably the most important of these tests is whether the alleged master in any case has the right, even if he does not exercise it, to control and direct the alleged servant."); Grace v. Magruder, 148 F.2d 679, 681 (D.C. Cir. 1945) ("The vital element which negatives such independence, in the relation between employer and employee, is the right to control the employee, not only as to the final result, but in the performance of the task itself. And, it is the right to control, not control or supervision itself, which is most important."); Moonblatt v. District of Columbia, 572 F. Supp. 2d 15, 27 (D.D.C. 2008) (explaining that the determinative factor is "the right to control an employee in the performance of a task and in its result, and not the actual exercise of control or supervision" (quoting District of Columbia v. Hampton, 666 A.2d 30, 39 (D.C. 1995))). The D.C. Circuit also made clear in BFI, via extensive citation to "[s]tate-court decisions applying the common law of agency," that this "was the common-law at the time of the National Labor Relations Act's passage in 1935" and "at the time of the Taft-Hartley Amendments in 1947." 2018 U.S. App. LEXIS 36706, at *29 & ns.4–5.

Nor is the D.C. Circuit an outlier among the courts of appeals on this issue. To the contrary, other courts agree that under the common law they must consider not only evidence of the actual exercise of control but also evidence of a right to control to be probative of an employment relationship. *See, e.g., NLRB v. Maine Caterers, Inc.*, 654 F.2d 131, 132 (1st Cir. 1981) (Breyer, J.) (enforcing Board order where "the Board, in applying the common law test of independence, has looked to *the right of control*: whether the putative employer has the right to

control not only the results sought but also the means by which those results are achieved" (emphasis added) (citation omitted)), cert. denied, 455 U.S. 940 (1982); Salamon v. Our Lady of Victory Hosp., 514 F.3d 217, 228 (2d Cir. 2008) ("The most important factor in determining the existence of an employment relationship [at common law] is . . . control or right of control by the employer " (emphasis added) (internal quotation mark omitted)); Allbritton Commc'ns Co. v. NLRB, 766 F.2d 812, 819 (3d Cir. 1985) (finding fact that the user employer "retained the right to require [supplier employer] to hire additional employees, and also retained the right to demand that [supplier] discharge any driver, supervisor or assistant foreman who did not meet the [user's] approval" as supportive of Board's joint employer finding); NLRB v. Gary Enters., Inc., No. 91-2522, 1992 U.S. App. LEXIS 5538, at *3 (4th Cir. Mar. 27, 1992) (explaining, albeit in unpublished opinion, that it is "the right to control, rather than the actual exercise of control, that is significant" in determining whether a worker is an employee or independent contractor under common law agency principles); N. Am. Soccer League v. NLRB, 613 F.2d 1379, 1382 (5th Cir. 1980) ("The existence of a joint employer relationship depends on the control which one employer exercises, or potentially exercises, over the labor relations policy of the other."); Carrier Corp. v. NLRB, 768 F.2d 778, 781 (6th Cir. 1985) (citing, among factors that "particularly support[ed]" a joint employer finding, the fact that the employee leasing agreement gave the user employer "authority to reject any driver that did not meet its standards and [to] direct [the supplier employer] to remove any driver whose conduct was not in [the user employer's] best interests"); Alexander v. FedEx Ground Package Sys., Inc., 765 F.3d 981, 988-89 (9th Cir. 2014) (noting that determinations of employment status under California law are governed by a "right-to-control test," which requires courts to weigh a number of factors to determine "whether the person to whom service is rendered has the right to control the manner

and means of accomplishing the result desired"); Slayman v. FedEx Ground Package Sys., Inc., 765 F.3d 1033, 1042 (9th Cir. 2014) ("What matters is what the contract, in actual effect, allows or requires."); Schmidt v. Burlington N. & Santa Fe Ry. Co., 605 F.3d 686, 691 (9th Cir. 2014) ("While we agree the evidence [the putative employer] exercised actual day-to-day control is scant, the district court did not consider whether [putative employer] had the right to control [plaintiff's] daily work. On this point, we conclude [plaintiff] presented adequate evidence for a rational jury to find [putative employer] could control critical aspects of his daily work."); Garcia-Celestino v. Ruiz Harvesting, Inc., 898 F.3d 1110, 1121 (11th Cir. 2018) (emphasizing that under the common law, "it is the right to control, not the actual exercise of control, that is significant" (internal quotation marks omitted)). Thus, considering a putative joint employer's right of control relevant to the analysis is mandated by the common law.

It is also consistent with the definition of supervisor in the NLRA as well as the Board's construction of that definition. Section 2(11) of the NLRA defines a supervisor to include "any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action." 29 U.S.C. § 152(11) (emphasis added). The Board has consistently held that an employee is a supervisor if he or she has such authority even if it has not been exercised. See, e.g., Yamada Transfer, 115 NLRB 1330, 1332 (1956) ("The Board customarily excludes individuals with supervisory authority, even though such authority has not been used."); U.S. Gypsum Co., 93 NLRB 91, 92 n.8 (1951) ("[W]e do not regard as controlling the failure or refusal to exercise this authority"). Thus, no one could dispute the fact that the Director of Nursing in a hospital is a supervisor, i.e., that he or she controls employees' terms or conditions of employment, if she

retains authority, expressly or implicitly, to direct the nurses when she sees that they are not properly providing services. Yet the proposed rule would provide that the employer of the same Director of Nursing is not the joint employer of the nurses, despite its employee being their supervisor, if the nurses are employed by a nurse staffing agency. As discussed above, *see supra* pp. 30–31, that contradiction in the jurisprudence would not be sustainable.

The NPRM does not acknowledge this departure from the common law, much less justify it in any way. Nor could the Board justify the departure from the common law based on statutory policy because refusing to recognize reserve control as relevant to the joint employer inquiry clearly frustrates the policies underlying the Act. As an initial matter, the proposed rule would permit an entity that maintains a right to control terms and conditions of employment to move back and forth from being a joint employer to not being a joint employer merely by exercising that control when it deems it necessary and not exercising it at other times. Moreover, the proposed rule does not classify an entity as a joint employer until it is too late. Under the proposed rule, an entity may reserve control over terms and conditions of employment and yet have no duty to bargain over those terms. Only after the entity exercises that authority without bargaining does it become a joint employer under the proposed rule and assume an obligation to bargain. That is obviously too late. As the Supreme Court observed in the related copyright context, "Because [the actual control] test turns on whether the hiring party has closely monitored the production process, the parties would not know until late in the process, if not until the work is completed, whether a work will ultimately fall within" the "work-for-hire" rule and thus who owns the copyright. Reid, 490 U.S. at 750. Such belated recognition of a party as a joint employer would undermine the statutory duty to bargain.

C. The Common Law Requires Consideration of Indirect Control

Third, the common law, unlike the proposed rule, also recognizes that indirect control of terms or conditions of employment is relevant to employer status. The Supreme Court has indicated that it is the *amount* of control—not whether it is exercised directly or indirectly—that is critical to the joint-employer analysis. In *Boire v. Greyhound Corp.*, the Court stated that the determination turns on "whether [the alleged joint employer] possessed sufficient indicia of control to be an 'employer.'" 376 U.S. 473, 481 (1964).

In *BFI*, the D.C. Circuit held that "the common-law inquiry is not woodenly confined to indicia of direct and immediate control; an employer's indirect control over employees can be a relevant consideration." 2018 U.S. App. LEXIS 36706, at *27.¹⁴ "[I]ndirect control can be a relevant factor in the joint-employer inquiry." *Id.* at *42. A "rigid distinction between direct and indirect control," such as that proposed in the NPRM, "has no anchor in the common law." *Id.* at *43 "[C]ommon-law decisions have repeatedly recognized that indirect control over matters commonly determined by an employer can, at a minimum, be weighed in determining one's status as an employer or joint employer, especially insofar as indirect control means control exercised through an intermediary." *Ibid.* (internal quotation marks omitted). "In particular, the common law has never countenanced the use of intermediaries or controlled third parties to

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¹⁴ To be sure, the D.C. Circuit considered indirect control relevant to employer status prior to its decision in *BFI*. In *Al-Saffy*, for example, the D.C. Circuit cited evidence that State Department officials had recommended the dismissal of the plaintiff to the Department of Agriculture in reversing a grant of summary judgment on the question whether the State Department was his joint employer. *See* 827 F.3d at 97. And in *Dunkin' Donuts Mid-Atlantic Distribution Center*, *Inc. v. NLRB*, the D.C. Circuit considered, in addition to evidence of direct control, the fact that the joint employer's warehouse supervisor "reported his opinion about [warehouse applicants'] qualifications, which [the contractor] generally followed," and the fact that the joint employer's transportation manager "prevented hiring of [driver] applicants he did not approve." 363 F.3d 437, 440 (D.C. Cir. 2004).

avoid the creation of a master-servant relationship." *Id.* at *44 (citing *Nicolson v. Atchison, T. & S. F. Ry. Co.*, 147 P. 1123, 1126 (Kan. 1915), and 39 C.J. *Master and Servant* § 8, at 38). The suggestion, as in the NPRM, "that the common law or agency closes its mind to evidence of indirect control is unsupported by law or logic." *Id.* at *46; *see also id.* at *48 (noting that a common-law rule categorically prohibiting consideration of indirect control "would allow manipulated form to flout reality" and would be "at war with common sense").

Notably, the D.C. Circuit is not alone in finding indirect control relevant to joint employment; other courts of appeals and lower courts have considered different forms of indirect control in determining whether a joint employer relationship existed. In NLRB v. Browning-Ferris Industries, Inc., for example, the Third Circuit considered it relevant that "BFI established the work hours of the drivers, determining when the two shifts it established would start and end," even though the drivers' brokers "schedule[d] the drivers for particular shifts." 691 F.2d 1117, 1120, 1124–25 (3d Cir. 1982); see also Indus. Personnel Corp. v. NLRB, 657 F.2d 226, 229 (8th Cir. 1981) ("While [supplier of drivers] sets the drivers' wages, [user-manufacturer] reimburses [supplier] and presumably has some control over those wages since it can rescind the ... contract on thirty days' notice."). In *International Union v. Clark*, the district court found it relevant that the user employer could "alter the daily assignments of [employees], requiring the contractors to shift personnel from one duty station to another or assign them special projects," even though "[t]he contractors . . . decide[d] which individual [employee] w[ould], for example, perform overtime or shift duty stations." Civil Action No. 02-1484, 2006 U.S. Dist. LEXIS 64449, *26–27 & n.10 (D.D.C. 2006).

The Restatement confirms that the control may be "very attenuated." Restatement (Second) of Agency § 220 cmt. d. Indeed, the NLRA itself recognizes that a party that exercises

indirect control over terms and conditions of employment may be an employer by defining the term "employer" to include "any person acting as an agent of an employer, directly or indirectly." 29 U.S.C. § 152(2).

D. The Common Law Requires Consideration of Limited and Routine Control

Finally, while the proposed rule would require that the control exercised by a putative joint employer not be "limited and routine," the common law does not discount limited or routine control. Indeed, the concept is entirely foreign to the common law. The common law recognizes that the amount and nature of supervision and other forms of control will vary depending on the skill of the employees, the nature of the work, and other factors. An employer is an employer even though its employees require only occasional supervision, either because they are highly skilled or because the work they perform is routine. As the Ninth Circuit explained in *McGuire v. United States*, 349 F.2d 644 (9th Cir. 1965), a case involving the employment status of "unloaders" who assisted with the unloading of trucks, "[t]he nature of the unloaders' work is such that little supervision is necessary." *Id.* at 646. Nevertheless, the court did not discount the "occasion[al] reprimand [of] unloaders for careless handling of cargoes" on the grounds that it was either limited or routine, reasoning that the common law "requires only such supervision as the nature of the work requires." *Ibid*.

Thus, a hospital remains the employer of a doctor even though the hospital's supervision of the doctor is limited because of his or her education, skill, and experience. Yet under the proposed rule, the same hospital would not be the employer of the same doctor if the doctor was employed by an independent physicians group.

In sum, the proposed rule is inconsistent with the common law and the Board has not adequately explained or independently justified any of the proposed narrowings of the common law standard.

IV. THE BOARD HAS NOT PERFORMED AN ADEQUATE REGULATORY FLEXIBILITY ACT ANALYSIS

The Board has not conducted an adequate analysis under the Regulatory Flexibility Act (RFA) for the following reasons.

First, the Board did not conduct sufficient outreach to small businesses, including small local unions. Section 609(a) of the RFA requires that agencies promulgating a rule engage in reasonable outreach to affected small businesses. It provides:

When any rule is promulgated which will have a significant economic impact on a substantial number of small entities, [the agency] shall assure that small entities have been given an opportunity to participate in the rulemaking for the rule through the reasonable use of techniques such as—

- (1) the inclusion in an advanced notice of proposed rulemaking, if issued, of a statement that the proposed rule may have a significant economic effect on a substantial number of small entities;
- (2) the publication of general notice of proposed rulemaking in publications likely to be obtained by small entities;
 - (3) the direct notification of interested small entities;
- (4) the conduct of open conferences or public hearings concerning the rule for small entities including soliciting and receiving comments over computer networks; and
- (5) the adoption or modification of agency procedural rules to reduce the cost or complexity of participation in the rulemaking by small entities.

5 U.S.C. § 609(a).

Nothing in the NPRM suggests that the Board has taken any of the steps outlined in paragraphs (1) through (5) of subsection 609(a).¹⁵ And while the five enumerated "techniques"

¹⁵ And, subsequent to the publication of the NPRM, the Board has expressly refused to schedule a public hearing concerning the proposal despite a congressional request for such a hearing. *See* Letter from Congressman Bobby Scott and Senator Patty Murray to Chairman Ring (Oct. 10, 2018), *available at* http://src.bna.com/Cqd; NLRB Press Release, NLRB Extends Time for Submitting Comments on Proposed Joint-Employer Rulemaking (Oct. 30, 2018),

are examples and not themselves mandatory, an agency must nonetheless engage in "reasonable use" of similar techniques to "assure" small entity participation. *Id*.

Moreover, the SBA's Office of Advocacy's guide for compliance with the RFA¹⁶ recommends "a robust pre-proposal exchange of specific rulemaking concepts with stakeholders including small businesses." Office of Advocacy, Small Business Administration, *A Guide for Government Agencies: How to Comply with the Regulatory Flexibility Act* 39 (Aug. 2017) [hereinafter SBA Guide]. The SBA also recommends use of an advanced notice of proposed rulemaking. *Id.* at 40. The Board did neither form of pre-NPRM outreach here.

While the courts have recognized that agencies have discretion over how they comply with Section 609(a), the Board's blanket refusal to employ any of the specified forms of outreach here clearly constitutes non-compliance. Thus, in rejecting a challenge to regulations promulgated by the Secretary of Commerce in *Associated Fisheries of Maine, Inc. v. Daley*, the First Circuit noted that "agencies have the discretion to select among various methods of outreach." 127 F.3d 104, 118 (1st Cir. 1997). The agency outreach in *Associated Fisheries*, however, is a far cry from the Board's inaction here. In concluding that the agency in that case had "provided adequate participatory opportunities for small businesses" and "handled the matter

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https://www.nlrb.gov/news-outreach/news-story/nlrb-extends-time-submitting-comments-proposed-joint-employer-rulemaking; see also Judy Greenwald, NLRB Refuses To Hold Public Hearings on Joint-Employer Issue, Business Insurance (Oct. 31, 2018), https://www.businessinsurance.com/article/20181031/NEWS06/912324879/NLRB-refuses-to-hold-public-hearings-on-joint-employer-issue.

¹⁶ The Board recognizes the persuasive authority of the SBA Guide throughout the NPRM. *See* 83 Fed. Reg. at 46693 n.49, 46695 ns.68, 72–73.

in a perfectly reasonable way," *id.* at 117–18, the court catalogued the various actions taken by the agency, none of which were taken here:

[Agency] meetings were open to all interested parties and were well-attended. Public hearings were held in six states. Scientific data was broadly disseminated through open workshops and otherwise. *See*, *e.g.*, 61 Fed. Reg. at 27,714 & 27,720 & 27,723. Several representatives of small entities participated in a regional stock assessment workshop, at which scientific data was presented and peer-reviewed.

Id. at 117.

Finally, the Board here has not only expressly refused to hold public meetings or hearings before or after promulgating the NPRM, but it has done so against the backdrop of holding such hearings in its two prior, comparable rulemaking proceedings (concerning hospital bargaining units and election procedures). *See* Representation—Case Procedures, 79 Fed. Reg. 74308, 74311 (Dec. 15, 2014); ¹⁷ Collective-Bargaining Units in the Healthcare Industry, 54 Fed. Reg. 16336 (Apr. 21, 1989) (final rule); Collective-Bargaining Units in the Healthcare Industry, 53 Fed. Reg. 33900 (proposed Sept. 1, 1988) (noting, in second notice of proposed rulemaking, that Board held four hearings over course of 14 days). Having demonstrated through its past practice that such proceedings are a valuable means of engaging the public and regulated entities,

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¹⁷ In fact, in amending the rules governing representation cases, the Board held two sets of public hearings, one in relation to the final rules that were ultimately enjoined by a district court and another in relation to the amendments that are now in effect. *See* Representation—Case Procedures, 76 Fed. Reg. 80138, 80142 (Dec. 22, 2011) (noting that Board held two days of hearings in Washington, D.C. before issuing final rule); *Chamber of Commerce of the U.S. v. NLRB*, 879 F. Supp. 2d 18, 20–21 (D.D.C. 2012) (holding that challenged rule issued on December 21, 2011 was invalid due to lack of quorum of Board); Representation—Case Procedures, 79 Fed. Reg. 74308, 74311 (Dec. 15, 2014) (noting that in addition to the hearings held prior to issuance of the 2011 rule, the Board held an additional two days of hearings before issuing the new final rule, which amended representation case procedures in various ways).

particularly small businesses, the Board should at the very least be required to explain its reasons for deviating from this practice here.

Second, the Board definition of what constitutes a cognizable economic impact is underinclusive. The Board improperly limits its effort to quantify that impact to the cost of learning about the rule. 83 Fed. Reg. at 46693, 46695. Specifically, while the Board acknowledges that the proposed rule may increase the legal exposure of small businesses because their large customers or franchisors will no longer be jointly responsible for bargaining—or, potentially, jointly and severally liable for unfair labor practices—the Board made no effort to quantify that impact. The NPRM states that "it is possible that liability and liability insurance costs may increase for small entities because they may no longer have larger entities with which to share the cost of any NLRA backpay remedies ordered in unfair labor practice proceedings." 83 Fed. Reg. at 46695; see also 83 Fed. Reg. at 46693 ("[P]erhaps, for example, employers may incur potential increases in liability insurance costs."). As explained more fully below, however, this impact is more than "possible." It is certain, as the party contesting joint employer status under BFI and prior to BFI has almost always been the larger employer, as acknowledged in the NPRM. See 83 Fed. Reg. at 46693 ("[A] large share of our joint-employer cases involve large employers ").

The NPRM claims that "[t]he Board is without the means to quantify such costs." 83

Fed. Reg. at 46695. But Congress made clear that "a determination of significant economic effect is not limited to easily quantifiable costs." 126 Cong. Rec. 21458 (1980). And the Board made *no* attempt to quantify these costs even though it is the Board's own processes that may lead to the imposition of the liability at issue. In how many cases has the Board imposed joint and several liability on joint employers under *BFI* and prior to *BFI*? In how many of those cases

was it the larger employer which contested joint employer status? What was the nature of the remedies imposed? How much backpay was assessed? All of these questions could and should have been asked by the Board and answered to the extent possible based on the Board's own data.

The Board wholly ignores other likely, adverse, economic impacts on small businesses. The proposed rule is likely to impose an additional recordkeeping burden by eliminating an objective and documentary indicium of joint-employer status, *i.e.*, the amount of control reserved in the contract between the putative joint employers, thereby increasing the importance of the actual exercise of control, which may vary over time and will likely not be otherwise documented, thus requiring significant oversight and additional recordkeeping. Similarly, by categorically eliminating the relevance of reserved control, the proposed rule will likely increase the litigation costs of both local unions and small businesses by elevating the importance of witness-intensive facts that require substantial attorney time to develop and present.

In addition, the proposed rule is likely to reduce the competitiveness of small businesses *vis-à-vis* large businesses by allowing large businesses to avoid the cost and responsibility of complying with the NLRA in relation to employees that would have been classified as their employees under the *BFI* standard.

Finally, the proposed rule is likely to harm small businesses that negotiate with large, possibly joint employers (*e.g.*, user employers) by creating a default entitlement on the part of many large employers to avoid responsibility for employees who would have been considered their joint employees under the *BFI* standard.

The NPRM simply ignores these impacts. *See* 83 Fed. Reg. at 46695 ("We conclude that the proposed rule imposes . . . no costs of modifying existing processes and procedures to

comply with the proposed rule; no lost sales and profits resulting from the proposed rule; no changes in market competition as a result of the proposed rule and its impact on small entities or specific submarkets of small entities; and no costs of hiring employees dedicated to compliance with regulatory requirements. The proposed rule also does not impose any new information collection or reporting requirements on small entities.").

The Board must analyze all of these potential impacts on small businesses. The SBA Guide makes clear that harming the "competitive ability" of small businesses, "particularly against larger firms," is a cognizable economic impact. SBA Guide at 19. The SBA criticizes a Section 605(b) certification based upon the agency's assertion that the "rule did not have a significant economic impact on a substantial number of small entities because small entities were not subject to any requirements that were not applied equally to large entities," observing that, while "the rule did subject all entities to the same regulation, this justification ignore[s] the disproportionate impact regulations often have on small businesses." *Id.* at 27.

Third, the Board's RFA analysis is particularly deficient as to one category of small businesses—local labor unions. The Board estimates that over 13,000 labor organizations—over 97% of all labor organizations—are small businesses. 83 Fed. Reg. at 46694. And, while the Board acknowledges that "labor unions, as organizations representing or seeking to represent employees, will be impacted by the" proposed rule, 83 Fed. Reg. at 46693, it makes no attempt to quantify or even describe the impact on local unions beyond the cost of learning about the rule, *see* 83 Fed. Reg. at 46694–95. Yet the adverse impact on local labor unions is not difficult to describe. Local unions are likely to lose dues income if the proposed rule is adopted. The proposed rule will make it more difficult to organize employees by removing from the bargaining table issues that may motivate employees to support a union. For example, if the

employees at issue in *BFI* were concerned about the speed of the lines they were required to work on and therefore motivated to organize and seek collective bargaining in order to bargain about that working condition, the proposed rule might have eliminated that incentive by excusing the party that controls line speed—BFI—from bargaining, making organizing more difficult and reducing the dues revenue of the local labor union. Similarly, the proposed rule will make collective bargaining concerning all terms and conditions of employment on behalf of existing members more difficult, frustrating existing members and possibly leading to a loss of dues revenue. The Board makes no effort to quantify or even describe these potential impacts.

The Board cannot simply dismiss the impact on local unions on the ground that local unions are a small percentage of all small businesses. In assessing whether a rule will have a significant economic impact on small businesses, an agency must consider whether that is true for any category of small businesses, including local unions. As the SBA points out, the RFA's legislative history "says that the term 'substantial' is intended to mean a substantial number of entities within a particular economic or other activity." SBA Guide at 21 (citing 126 Cong. Rec. S10938 (Aug. 6, 1980)); *accord* 126 Cong. Rec. 21456 (1980) ("The term 'substantial number' of small entities is intended to mean substantial number of entities within a particular economic or other activity. In other words, it is not meant to require that agencies find that a large number of the whole universe of small businesses, small organizations and small governmental jurisdictions would be affected by a rule. One particular rule may well affect a substantial number of school districts, for example, but have no impact on small businesses or organizations. Such a rule should be considered to have satisfied this portion of the test in such an instance."). 18

¹⁸ For similar reasons, the Board must separately examine whether the proposed rule would have a substantial economic impact on small businesses within each of the other four categories the

Fourth, the RFA provides that, "Each initial regulatory flexibility analysis required under this section shall contain . . . an identification, to the extent practicable, of all relevant Federal rules which may duplicate, overlap or conflict with the proposed rule." 5 U.S.C. § 603(b)(5); see also 5 U.S.C. § 610(b)(4) (using similar language). The NPRM states that "[t]he Board has not identified any federal rules that conflict with the proposed rule." 83 Fed. Reg. at 46695. But that is not the case, as the proposed rule would render the Board's standard for assessing claims of joint employment more discordant with the standard under parallel federal laws, such as the Fair Labor Standards Act (FLSA), than it is currently. Compare 83 Fed. Reg. at 46696–97 (text of proposed rule), with Rutherford Food Corp. v. McComb, 331 U.S. 722 (1947) (adopting broad reading of "employee" under FLSA). Requiring small businesses to assess possible claims of joint employment under multiple, increasingly discordant standards imposes additional costs that the Board must consider.

Finally, the RFA requires agencies to consider alternatives that would reduce the impact of contemplated rules on small businesses. *See* 5 U.S.C. § 603(c). The NPRM states that the Board considered only two alternatives: not promulgating the rule and creating exemptions for certain small entities. 83 Fed. Reg. at 46696. But those suggestions demonstrate that the Board did not actually engage in the analysis that the RFA requires. Creating exemptions for small employers would have the opposite impact of what Congress sought in enacting the RFA. The Board instead should have considered exempting certain *large* employers from the scope of the

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Board itself identifies as "most likely to be impacted by the rule": subcontractors, temporary help service suppliers, temporary help firms, and franchisees. 83 Fed. Reg. at 46694–95.

¹⁹ We are not suggesting that the Board is free to adopt the same standard under the NLRA as courts have adopted under the FLSA, only that the Board must consider whether the proposed rule makes the two standards more discordant and thus imposes additional compliance costs on small businesses.

proposed rule. That exemption would avoid the increase in small employers' liability and insurance costs described above. The Board's failure to consider that alternative, and the Board's consideration of its opposite, demonstrates that the Board did not engage in the required analysis.

It is not surprising that the Board's regulatory flexibility analysis is defective because the entire thrust and purpose of the proposed rule directly contradicts the purpose of the RFA. The RFA was intended to protect small businesses. The proposed rule, by contrast, is intended to protect big businesses. The majority clearly understands that fact, acknowledging in the NPRM that "a large share of our joint-employer cases involves large employers." 83 Fed. Reg. at 46693. To see the purpose and effect of the proposed rule, one need look no further than BFI itself, where the controversy was over whether BFI, which "operates one of the largest recycling plants in the world," was a joint employer while it was conceded that the smaller labor-supply firm, Leadpoint, was an employer. BFI, 2018 U.S. App. LEXIS 36706, at *2-3. BFI is typical because labor supply firms are almost universally conceded to be employers of supplied employees (since they hire the employees, set their wages and benefits, and assign them to clients) and the Board acknowledges that at least 93.9% of labor supply firms are "definitely small businesses." 83 Fed. Reg. at 46694. The proposed rule is intended to protect the large clients of these small businesses. The proposed rule is intended to protect franchisors like McDonalds, not its many small franchisees, 20 which are indisputably employers and do not argue

²⁰ The Board estimates that 64.3% of franchisees are small businesses. 83 Fed. Reg. at 46694.

otherwise in the ongoing litigation.²¹ An adequate regulatory flexibility analysis would clearly reveal the disproportionate impact of the proposed rule on small businesses.

RFA analysis must "enable direct comparison of small and large entities to determine the degree to which the alternatives chosen disproportionately affect small entities or a specific subset of small entities." SBA Guide at 33; *see id.* at 37. The Board's analysis in the NPRM fails to acknowledge that the proposed rule would disproportionately benefit large employers at the expense of small employers and small local unions. It is thus clearly inadequate.

V. THE RULEMAKING PROCESS VIOLATED THE ADMINISTRATIVE PROCEDURE ACT (APA) AND IT IS LIKELY THAT A FINAL RULE WILL VIOLATE THE APA

The Board's rulemaking procedure to date has violated the APA and it is likely that a final rule will also violate the Act for the following reasons.

First, under the APA, an agency cannot rely on arguments or evidence that are not made part of the rulemaking record. *See* 5 U.S.C. § 706 (directing courts to "review the whole record or those parts of it cited by a party" in determining whether agency action was "arbitrary, capricious, an abuse of discretion, or otherwise not in accordance with law").²² Yet the Board

Special Permission to Appeal" filed on Mar. 2, 2015) (asserting that McDonald's "has always

maintained that it is not a joint employer of the Independent Franchisees' employees").

²¹ See, e.g., Jo-Dan MadAlisse LTD, LLC's Motion to Sever at 4–5, McDonald's USA, LLC, a

joint employer, et al., Case No. 02-CA-093893, available at https://www.nlrb.gov/case/02-CA-093893 ("Motion to Sever" filed on Jan. 30, 2015) (repeating same argument made by all franchisees in their respective motions to sever—that the movant independently operates a franchise of McDonald's USA, LLC and "has been the *only* employer of the employees working at [its] Restaurant"); cf. McDonald's USA, LLC's Request for Special Permission to Appeal the ALJ's Order Denying Its Motion to Sever at 5, McDonald's USA, LLC, a joint employer, et al., Case No. 02-CA-093893, available at https://www.nlrb.gov/case/02-CA-093893 ("Request for

²² See also Am. Radio Relay League, Inc. v. FCC, 524 F.3d 227, 239–40 (D.C. Cir. 2008) (Rogers, J.) ("The [agency] made the choice to engage in notice-and-comment rulemaking and to rely on parts of its redacted studies as a basis for the rule. . . . On remand, the [agency] shall make available for notice and comment the unredacted technical studies and data that it has

has done so here. The AFL-CIO learned for the first time on December 6, 2018, when the NLRB produced documents pursuant to a FOIA request, that various employer organizations had extensive input into the formulation of the NPRM. The International Franchise Association, the Coalition for a Democratic Workplace, the Coalition to Save Local Business, the Associated Builders and Contractors, the American Hotel and Lodging Association, the Chamber of Commerce, the HR Policy Association, the Independent Electrical Contractors, the International Foodservice Distributors Association, the National Association of Manufacturers, the National Wholesaler-Distributors, the National Council of Chain Restaurants, the National Federation of Independent Business, the National Restaurant Association, the National Retail Federation, the Restaurant Law Center, and the Retail Industry Leaders Association filed a 29-page Rulemaking Petition in addition to shorter petitions filed by the International Franchise Association and the Restaurant Law Center. See Appendix 3. As far as we are aware, the filing of these petitions had not previously been disclosed and is not disclosed in the NPRM. Nor were the petitions made part of the rulemaking record. The failure to cite the petitions in the NPRM was a departure from prior Board practice. Cf. Proposed Rules Governing Notification of Employee Rights Under the National Labor Relations Act, 75 Fed. Reg. 80410, 80411–12 (proposed Dec. 22, 2010). The NPRM does not explain that change in practice.

Second, the Board has provided insufficient time for the filing of reply comments. The NPRM provides for only seven days after initial comments are due for the filing of reply

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employed in reaching its decisions, and shall make them part of the rulemaking record." (internal quotation marks, alterations, and citations omitted)); *id.* at 242–43 (Tatel, J., concurring) (writing separately to emphasize that the ordered disclosure was "particularly important because [the agency's] failure to turn over the unredacted studies undermines th[e] court's ability to perform the review function APA section 706 demands").

comments. This is obviously an insufficient period of time given the likely volume of comments. As of January 28, 2019 at 12:30 p.m., half a day before the cutoff for initial comments, there were already 26,197 public submissions filed. It is unreasonable to expect that parties can review and respond to that volume of comments in seven days.

Finally, it is likely that a final rule will also violate the APA because it will not be a "logical outgrowth" of the proposed rule. *See Small Refiner Lead Phase-Down Task Force v.*EPA, 705 F.2d 506, 543 (D.C. Cir. 1983). As set forth above, after the issuance of the NPRM, the D.C. Circuit upheld the central elements of the Board's re-articulation of the joint employer standard in *BFI*. The D.C. Circuit's decision in *BFI* thus removes the foundation of the proposed rule. The NPRM suggests that the Board wrongly decided *BFI*, 362 NLRB No. 186 (2015), and that the decision should be overturned in a final rule. *See* 83 Fed. Reg. at 46686–87. But the D.C. Circuit "affirm[ed] the Board's articulation of the joint-employer test as including consideration of both an employer's reserved right to control and its indirect control over employees' terms and conditions of employment." *BFI*, 2018 U.S. App. LEXIS 36706, at *4. The court could not have been clearer in instructing that "[t]he Board's rulemaking . . . must color within the common-law lines identified by the judiciary." *Id.* at *26.

Even if the Board were to follow the D.C. Circuit's decision in *BFI* in these two fundamental respects, and thus codify the Board's *BFI* decision instead of overturning it, the court's decision also requires the Board to address matters that are not addressed in any manner in the NPRM. Specifically, the decision requires that the Board "differentiate between those aspects of indirect control relevant to status as an employer, and those quotidian aspects of common-law third-party contract relationships." *BFI*, 2018 U.S. App. LEXIS 36706, at *49–50. The NPRM did not address this issue because it proposed to wholly discount indirect control.

But the D.C. Circuit has now required that the Board "erect some legal scaffolding that keeps the [indirect control] inquiry within traditional common-law bounds and recognizes that '[s]ome such supervision is inherent in any joint undertaking, and does not make the contributing contractors employees." *Id.* at *51 (second alteration in original) (quoting *Radio City Music Hall Corp. v. United States*, 135 F.2d 715, 718 (2d Cir. 1943) (L. Hand, J.)).

In addition, the D.C. Circuit has now required that the Board "clarify what 'meaningful collective bargaining' might require in an arrangement like this," *i.e.*, a joint employer arrangement. *BFI*, 2018 U.S. App. LEXIS 36706, at *54. Again, the NPRM did not address this issue because it proposed wholly abandoning the *BFI* standard. But the D.C. Circuit has now required that, if the Board retains this element of the test (which the court did not hold was required by the common law or the NLRA), it must "clarify what 'meaningful collective bargaining' entails and how it works in this setting." *Id.* at *55

Importantly, the Board cannot issue a NPRM providing for A and then issue a final rule providing for not A. And, even if it could, the Board cannot further alter the proposed rule in a final rule in an attempt to conform to the D.C. Circuit's holding, as such a final rule would not be a "logical outgrowth" of the proposed rule. *Small Refiner*, 705 F.2d at 543. In *Daimler Trucks North America, LLC v. EPA*, 737 F.3d 95 (D.C. Cir. 2013), for example, the D.C. Circuit held that a final rule was not a logical outgrowth of the proposed rule because the court could not conclude "that petitioners, 'ex ante, should have anticipated the changes to be made in the course of the [2012] rulemaking." *Id.* at 103 (alteration in original) (quoting *City of Waukesha v. EPA*, 320 F.3d 228, 246 (D.C. Cir. 2003)). The same is true here. The Board must make changes to its proposal in light of the court's decision in *BFI*, and interested parties cannot anticipate and meaningfully comment on those changes at this time.

Indeed, to proceed with the current rulemaking and adopt a final rule that is necessarily substantially different from the proposal would be unfair to interested parties and would not permit the type of meaningful comment that the APA was intended to produce. As the D.C. Circuit has explained, "[a]gency notice must describe the range of alternatives being considered with reasonable specificity. Otherwise, interested parties will not know what to comment on, and notice will not lead to better-informed agency decisionmaking." *Small Refiner*, 705 F.2d at 549.

For these reasons, the AFL-CIO, along with other interested unions, moved the Board on January 7, 2019, to suspend the rulemaking process until the court's decision in *BFI* became final—*i.e.*, until the time to move for reconsideration or file a petition for a writ of *certiorari* had run or until such a motion or petition was denied or the decision was affirmed—and, at that time, to withdraw the NPRM. *See* Appendix 4. The Board did not rule on the motion, but instead merely extended the comment period for two weeks.²³

The Board cannot issue a final rule conforming to the court's decision in *BFI* without violating the APA.

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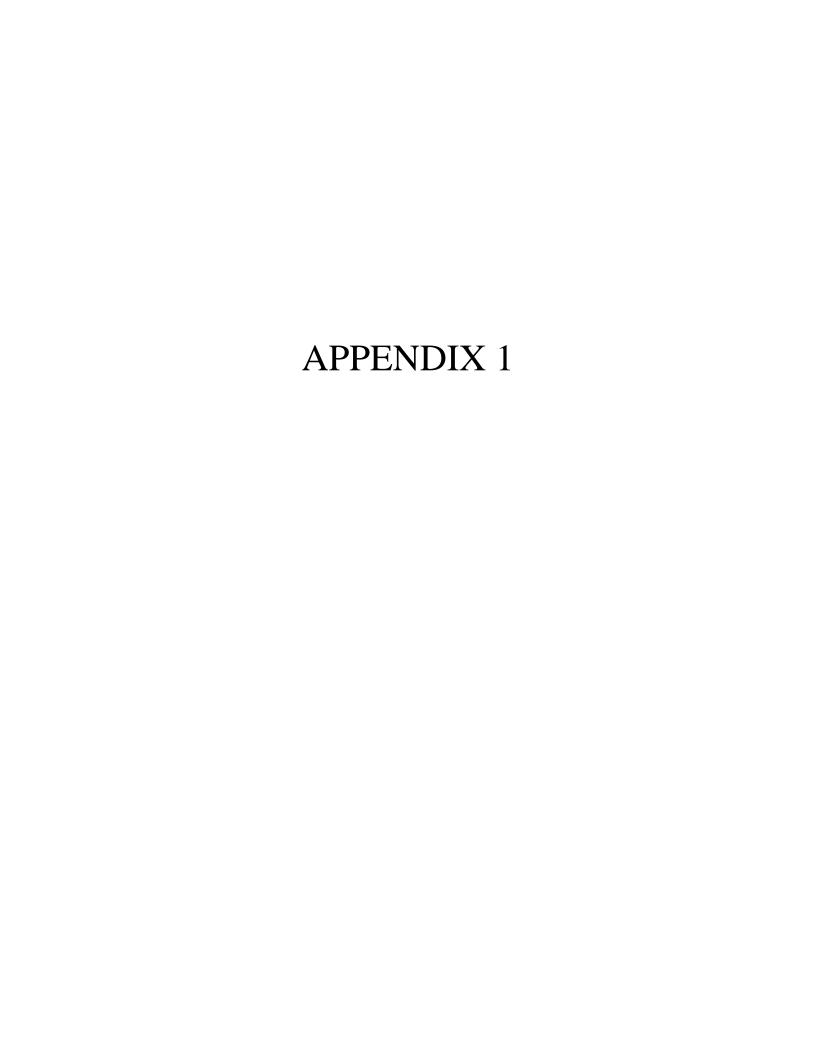
²³ See NLRB Press Release, NLRB Further Extends Time for Submitting Comments on Proposed Joint-Employer in Light of D.C. Circuit's Recent Browning-Ferris Decision (Jan. 11, 2019), https://www.nlrb.gov/news-outreach/news-story/nlrb-further-extends-time-submitting-comments-proposed-joint-employer-1.

VI. CONCLUSION

For the reasons stated above, the Board should withdraw the NPRM or, in the alternative, not proceed to adopt the proposed rule.

Respectfully submitted,

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UNITED STATES GOVERNMENT

NATIONAL LABOR RELATIONS BOARD

FREEDOM OF INFORMATION ACT BRANCH

Washington, D.C. 20570

Via email

December 6, 2018

Mr. Craig Becker AFL-CIO 815 16th Street NW Washington, DC 20006

Re: FOIA Case No. NLRB-2019-000007

Dear Mr. Becker:

This is the first production of records in partial response to your request under the Freedom of Information Act (FOIA), 5 U.S.C. § 552, received in this Office on October 1, 2018, in which you seek, in relation to the Board's recently issued Notice of Proposed Rulemaking (NPRM) concerning "The Standard for Determining Joint-Employer Status," 83 Fed. Reg 46681 (Sept. 14, 2018), the following:

- 1. Any form of list of cases pending before the Board or in its regional offices raising the question of whether two or more employers jointly employ a common set of employees, including any of the following information: the name of the cases, the number of the cases, and the names of parties to the cases and their counsel.
- 2. Any form of list of cases decided by the Board, an administrative law judge, or a regional director or that were the subject of an advice memo, or decision by the office of appeals, addressing the question of whether two or more employers jointly employ a common set of employees and citing *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), including any of the following information: the name of the cases, the number of the cases, and the names of parties to the cases and their counsel.
- 3. Any analysis of the number of NLRB cases in which any party alleged that two or more employers are alleged to be joint employer of a common set of employees before and after the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015).

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- 4. Any analysis of the types of NLRB cases in which any party alleged that two or more employers are alleged to be joint employer of a common set of employees before and after the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015).
- 5. Any analysis of the outcomes of NLRB cases in which any party alleged that two or more employers are alleged to be joint employer of a common setoff employees before and after the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015).
- 6. Any analysis of the impact of the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), on collective bargaining.
- 7. Any analysis of the impact of the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), on employees' exercise of their rights under Section 7 of the National Labor Relations Act.
- 8. Any analysis of the impact of the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), on labor organizations participation in or encouragement of activity prohibited by Section 8(b)(4) of the Labor Management Relations Act.
- 9. Any analysis of the impact of the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), on any specific industry, including but not limited to, the temporary help industry, the restaurant industry, the fast-food industry, and the construction industry.
- 10. Any analysis of the impact of the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), on any specific type of business relationship, including but not limited to, labor user-labor supplier, contractor-subcontractor, franchisor-franchisee, predecessor-successor, creditor-debtor, lessor-lessee, parent-subsidiary, contractor-consumer.
- 11. Any analysis of the impact of the Board's decision in *Browning-Ferris Indus. of California, Inc.*, 362 NLRB No. 186 (Aug. 27, 2015), on business practices or contractual relationships.
- 12. All documents created, used, or reviewed in relation to the factual assertions of the Notice of Proposed Rulemaking (NPRM) on "The Standard for Determining Joint-Employer Status", 83 Fed. Reg. 46681 (Sept. 14, 2018), in the paragraph on page 46693 containing footnote 53 to 54, starting with the third sentence of the paragraph and continuing to the end of the paragraph.

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- 13. All documents created, used or reviewed in relation to the factual assertions in the NPRM on "The Standard for Determining Joint-Employer Status" in the sentences ending with footnotes 53 and 54, including, but not limited to, any such documents that reveal how many of the filings described in those sentences occurred during each year or each month of the described period.
- 14. Any documents analyzing or addressing the impact of the proposed rule on cases currently pending before the Board or the court of Appeals.
- 15. Any documents related to the "comprehensive review of its policies and procedures governing ethics and recusal requirements for Board Members" that the Board announced it was undertaking on June 8, 2018.
- 16. Any documents relating to any consideration of the "ethics and recusal requirement for Board Members" in relation to rule making that was part of the "comprehensive review."
- 17. Any documents relating to any consideration of the "ethics and recusal requirements for Board Members" in relation to rule making concerning the joint-employer standard that was part of the "comprehensive review."
- 18. Any documents relating to the ethics of any specific current Board Members participating in promulgation of the NPRM on the joint-employer standard.

You requested expedited treatment of your request and a waiver of fees associated with the processing of the request.

We acknowledged your request on October 1, 2018. By email dated October 2, 2018, we advised you that your fee waiver request was under consideration and that the timing for the processing of the request would be tolled pending a decision on the fee waiver. On October 5, 2018, your request for expedited processing was granted. On November 14, 2018, your request for a fee waiver was denied. In a subsequent phone conversation with a member of my staff you assumed responsibility for fees associated with the processing of the request.

Pursuant to the FOIA, a reasonable search for responsive records was conducted in the Agency's electronic case management system, NxGen. In addition, further searches, which are on-going, were directed to the Board and their staffs, the Office of the Solicitor, the Office of the Executive Secretary, the Ethics Office, the Contempt, Compliance, and Special Litigation Branch, the Appellate and Supreme Court Litigation Branch, the Division of Advice, and the Office of Appeals. Given the scope of your request and the time involved in conducting these searches and reviewing responsive records for applicable FOIA

Craig Becker December 6, 2018 Page 4

Exemptions, I am providing an initial production of records responsive to Request items 1, 2, 3, 4, 9, 10, 12, and 13. Records responsive to the remaining Request items will be provided in a supplemental response.

In response to Request item 1 for lists of pending cases raising the question of whether two or more employers jointly employ a common set of employees, a search was conducted in the Agency's electronic casehandling system, NxGen, for all open/pending R and C cases in which the case name contains the term "joint employer." The search was conducted in this manner because that is the only way to search for the information since NxGen has no specific field to identify whether a specific allegation of joint employer status has been made in an individual charge or petition. This search yielded the attached excel spreadsheet, which is named "Pending Joint Employer Cases." Please note that the spreadsheet contains multiple entries for each case because your request sought contact information for involved parties and the spreadsheet reflects each account/representative associated with the case. Please also note that while we pulled cases where the phrase "joint employer" was in the case name, we cannot discern from the pull of information whether the entities' status as joint employers was litigated or even contested. In addition, joint employer status could have been contested and/or litigated without the phrase "joint employer" included in the case name. Moreover, regional personnel may have removed the phrase "joint employer" from the case name after reaching a determination that the designation was no longer appropriate.

In response to Request item 2 for lists of cases decided by the Board, an administrative law judge, or a regional director, or that were the subject of an Advice memo, or decision by the Office of Appeals, which addresses the question of whether two or more employers jointly employ a common set of employees and cites Browning-Ferris Indus. of California, Inc., 362 NLRB No. 186 (Aug. 27, 2015) (BFI), several searches were conducted. First, regarding lists of cases decided by the Board, an administrative law judge, or a regional director, a search was conducted of NxGen for cases where the phrase "joint employer" is included in the names of the cases that issued after August 27, 2015. As noted above, the search was conducted in this manner because NxGen has no specific field to identify whether an allegation of joint-employer status has been made in an individual charge or petition. The same limitations on the data pull described above also apply to these Request items. The attached spreadsheet, which is named "C & R Cases—Complaints Issued, RD Decisions, Board Decisions, ALJ Decisions," contains the resulting list of cases where the Board or an ALJ issued a decision, a regional director issued complaint, and a regional director issued a Decision and Direction of Election or Decision and Order in a representation case. We are not able to extract data for a list of cases where regional directors determined not to issue complaint, other than the H & M Construction case (15-CA-164416), which was the subject of an Advice Memorandum as described below, nor can we compile data for cases where the

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regional director made a determination but the case settled prior to issuance of complaint.

With regard to your request in item 2 for a list of Advice Memoranda or decisions by the Office of Appeals, manual searches were conducted by staff of the Division of Advice and the Office of Appeals for cases involving the joint employer issue and citing *BFI*. The Office of Appeals and the Division of Advice do not maintain lists of cases. However, the staff in the Division of Advice conducted a manual search that yielded the following Advice Memoranda, which are attached.

- 1. Ashford TRS Nickel, Case No. 19-CA-147032
- 2. Telemundo, Case No. 12-CA-186493
- 3. H & M Construction, Case No. 15-CA-164416
- 4. Brooks Memorial Hospital, Case No. 03-CA 148201
- 5. Trump Entertainment Resorts and Icahn Enterprises, Case No. 04-CA-143464

These records are being provided to you partially redacted pursuant to FOIA Exemptions 5, 6, 7(A), and 7(C), 5 U.S.C. § 552 (b)(5), (b)(6), (b)(7)(A), and (b)(7)(C), as explained below. Moreover, additional information regarding these records, including the names of party representatives, are available on the Agency's website at www.nlrb.gov, by going to the Cases & Decisions tab, clicking case search, entering the case number, and viewing the applicable case page.

A manual search conducted by staff in the Office of Appeals yielded six pages of responsive records. These records are being provided to you in their entirety or partially redacted pursuant to FOIA Exemptions 6 and 7(C), 5 U.S.C. § 552 (b)(6) and (b)(7)(C).

Regarding the partial redactions of the enclosed records, Exemption 5 allows agencies to withhold "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency," and covers records that would "normally be privileged in the civil discovery context." *NLRB v. Sears, Roebuck & Co.*, 421 U.S. 132, 149 (1975). Exemption 5 is designed to protect and promote the objectives of fostering frank deliberation and consultation within an agency and to prevent a premature disclosure that could disrupt and harm the agency's decision-making process. *Id.* at 150-52. The deliberative process and attorney work-product are two of the primary privileges incorporated into Exemption 5.

The deliberative process privilege protects the internal decision-making processes of government agencies in order to safeguard the quality of agency decisions. *Competitive Enter. Inst. v. OSTP.* 161 F. Supp.3d 120, 128 (D.D.C.

2016). The basis for this privilege is to protect and encourage the creative debate and candid discussion of alternatives. *Jordan v. U.S. Dept. of Justice*, 591 F.2d 753, 772 (D.C. Cir.1978).

Two fundamental requirements must be satisfied before an agency may properly withhold a record pursuant to the deliberative process privilege. First, the record must be predecisional, i.e., prepared in order to assist an agency decision-maker in arriving at the decision. Renegotiation Bd. v. Grumman Aircraft Eng'g Corp., 421 U.S. 168, 184 (1975); Judicial Watch, Inc. v. FDA, 449 F.3d 141, 151 (D.C. Cir. 2006). Second, the record must be deliberative, i.e., "it must form a part of the agency's deliberative process in that it makes recommendations or expresses opinions on legal or policy matters." Judicial Watch, Inc. v. FDA, 449 F.3d at 151 (quoting Coastal States Gas Corp. v. U.S. Dep't of Energy, 617 F.2d 854, 866 (D.C. Cir. 1980)). The protected status of a predecisional record is not altered by the subsequent issuance of a decision, see, e.g., Fed. Open Mkt. Comm. v. Merrill, 443 U.S. 340, 360 (1979); Elec. Privacy Info. Ctr. v. DHS, 384 F. Supp. 2d 100, 112-13 (D.D.C. 2005), or by the agency opting not to make a decision, see Judicial Watch, Inc. v. Clinton, 880 F. Supp. 1, 13 (D.D.C. 1995), aff'd, 76 F.3d 1232 (D.C. Cir. 1996) (citing Russell v. U.S. Dep't of the Air Force. 682 F.2d 1045 (D.C. Cir. 1982)).

The attorney work-product privilege protects records and other memoranda that reveal an attorney's mental impressions and legal theories that were prepared by an attorney, or a non-attorney supervised by an attorney, in contemplation of litigation. See United States v. Nobles, 422 U.S. 225, 239 n.13 (1975); Hickman v. Taylor, 329 U.S. 495, 509-10 (1947). Additionally, the protection provided by Exemption 5 for attorney work-product records is not subject to defeat even if a requester could show a substantial need for the information and undue hardship in obtaining it from another source. See FTC v. Grolier, Inc., 462 U.S. 19, 28 (1983). Further, protection against the disclosure of work product records extends even after litigation is terminated. Id.

The privilege extends to records prepared in anticipation of both pending litigation and foreseeable litigation and even when no specific claim is contemplated at the time the attorney prepared the material. Schiller v. NLRB, 964 F.2d 1205, 1208 (D.C. Cir. 1992). Furthermore, the privilege protects any part of a record prepared in anticipation of litigation, not just the portions concerning opinions and legal theories, see Judicial Watch v. U.S. Dep't of Justice, 432 F.3d 366, 371 (D.C. Cir. 2005), and is intended to protect an attorney's opinions, thoughts, impressions, interpretations, analyses and strategies. Id.; see also Wolfson v. United States, 672 F.Supp.2d 20, 29 (D.D.C. 2009). See Judicial Watch, 432 F.3d at 371 (finding that an agency need not segregate and disclose non-exempt material if a record is fully protected as work product).

Here, portions of the responsive records meet the requirements for Exemption 5 protection under both the deliberative process privilege and the attorney work-product doctrine. They are internal and predecisional. They reflect the views of the General Counsel and his Regional staff concerning prosecutorial policies and strategies in the processing of unfair labor practice cases. Since they analyze various legal theories and strategies, portions of the attached records clearly reflect the deliberative and consultative process of the Agency that Exemption 5 protects from forced disclosure. *Sears, Roebuck and Co.*, 421 U.S. at 150-52. Additionally, the records also contain attorney work-product that is being withheld, as they reflect legal analyses and casehandling instructions from the General Counsel regarding strategies in litigating unfair labor practice cases. In sum, portions of the attached records are exempt from disclosure pursuant to FOIA Exemption 5.

Other portions of the responsive records are partially redacted under FOIA Exemptions 6 and 7(C), since their disclosure could constitute an unwarranted invasion of privacy. Exemption 6 permits agencies to withhold information about individuals in "personnel and medical and similar files" where the disclosure of the information "would constitute a clearly unwarranted invasion of personal privacy." 5 U.S.C. § 552(b)(6). Am. Immigration Lawyers Ass'n v. Exec. Office for Immigration Review, 830 F.3d 667, 673 (D.C. Cir. 2016). The "files" requirement covers all information that "applies to a particular individual." U.S. Dep't of State v. Wash. Post Co., 456 U.S. 595, 601-02 (1982), See also Judicial Watch, Inc. v. FDA, 449 F.3d 141, 198-199 (D.C. Cir. 2006) (Exemption 6 should be "read . . . to exempt not just files, but also bits of personal information, such as names and addresses"). Exemption 7(C) permits agencies to withhold information compiled for law enforcement purposes where disclosure of the information "could reasonably be expected to constitute an unwarranted invasion of personal privacy." 5 U.S.C. § 552(b)(7)(C); U.S. Dep't of Justice v. Reporters Comm. for Freedom of the Press, 489 U.S. 749, 756 (1989).

Application of Exemptions 6 and 7(C) requires a two-part balancing test that considers the following factors: (1) whether there is a legitimate personal privacy interest in the requested information, and, if so; (2) whether there is a countervailing public interest in disclosure that outweighs the privacy interest. *Judicial Watch, Inc. v. Nat'l Archives & Records Admin.*, 214 F. Supp. 3d 43, 58 (D.D.C. 2016), aff'd, 876 F.3d 346 (D.C. Cir. 2017), citing *Nat'l Archives & Records Admin. v. Favish*, 541 U.S. 157, 171 (2004).

With respect to the first factor, the Supreme Court has described Exemptions 6 and 7(C) as reflecting privacy interests in "avoiding disclosure of personal matters," *Reporters Comm.*, 489 U.S. at 762, maintaining the "individual's control of information concerning his or her person," *id.* at 763, avoiding "disclosure of records containing personal details about private citizens," *id.* at 766, and "keeping personal facts away from the public eye," *id.* at 769. Disclosures that

would subject individuals to possible embarrassment, harassment, or the risk of mistreatment also constitute intrusions into privacy under Exemptions 6 and 7(C). *Id.* at 771. *See also Cameranesi v. U.S. Dep't of Defense*, 856 F.3d 626, 638 (9th Cir. 2017), *citing U.S. Dep't of State v. Ray*, 502 U.S. 154, 176-77 (1991). Consistent with these concerns, privacy interests have been recognized for individuals named in law enforcement investigations, including third parties mentioned in investigatory files, as well as witnesses and informants who provide information during the course of an investigation. *See Rugiero v. U.S. Dep't of Justice*, 257 F.3d 534, 552 (6th Cir. 2001); *Nation Magazine v. U.S. Customs Serv.*, 71 F.3d 885, 894 (D.C. Cir. 1995); and *Van Bourg, Allen, Weinberg & Roger v. NLRB*, 751 F.2d 982, 985 (9th Cir. 1985).

With respect to the second factor, the Supreme Court has described the type of public interest involved as being information that if disclosed would "shed...light on an agency's performance of its statutory duties." U.S. Dep't of Justice v. Reporters Comm. For the Freedom of the Press, 489 U.S. 749, 773 (1989). The public's interest in disclosure depends on "the extent to which disclosure would serve the 'core purpose of the FOIA,' which is 'contribut[ing] significantly to public understanding of the operations or activities of the government." U.S. Dep't of Def. v. Fed. Labor Relations Auth., 510 U.S. 487, 495 (1994) (emphasis in original), quoting Reporters Comm., 489 U.S. at 775. To defeat the type of privacy interest described above, there must be some indication that the "public interest sought to be advanced is a significant one, an interest more specific than having the information for its own sake . . . [and that] the information is likely to advance that interest." Nat'l Archives & Records Admin., 541 U.S. at 172.

The attached responsive records are investigative files created by the Agency to enforce the Act and contain individuals' names, addresses, and other identifying information that fits squarely within the types of privacy interests that Exemption 6 and 7(C) were intended to protect from disclosure. By contrast, I perceive no countervailing public interest in disclosure that would outweigh the private interests identified above.

Finally, Exemption 7(A) allows an agency to withhold records included in an open investigatory file where disclosure could reasonably be expected to interfere with enforcement proceedings. See NLRB v. Robbins Tire & Rubber Co., 437 U.S. 214, 236 (1978).

Another record, a 27-page Advice Memorandum, is being withheld in its entirety pursuant to FOIA Exemption 7(A), in addition to 5, 6, and 7(C), 5 U.S.C. § 552 (b)(5), (b)(6), (b)(7)(A), and (b)(7)(C), as described above. This record is part of an open investigative file, its disclosure would prematurely reveal the General Counsel's case, and it contains information that meets the requirements of the deliberative process and attorney work product privileges, as described above. The record is therefore exempt from disclosure.

With regard to Request items 3, 4, 12 and 13, in which you seek any analyses of the number and types of cases where any party alleges that two or more employers are joint employers, and copies of the information relied upon by the Agency to support the assertions in the Federal Register NPRM on joint employer accompanying notes 53 and 54, a search conducted by the Contempt, Compliance, and Special Litigation Branch has yielded 23 pages of releasable responsive records, which is attached. I am also withholding a draft of these records pursuant to FOIA Exemption 5, 5 U.S.C. § 552 (b)(5). As explained above, Exemption 5 allows agencies to withhold records "normally privileged in the civil discovery context," and protects from disclosure deliberative process and the work-product material. *NLRB v. Sears, Roebuck & Co.,* 421 U.S. at 149. Draft records generated by Agency staff fall squarely within the protection of Exemption 5's deliberative process and work product privileges. *Coastal States Gas Corp. v. Dep't of Energy,* 617 F.2d at 866.

With regard to Request items 9 and 10 in which you seek any analyses of the impact of the Board's decision in *BFI* on any specific industry, including but not limited to, the temporary help industry, the restaurant industry, the fast-food industry, the construction industry, labor user-labor supplier, contractor-subcontractor, franchisor-franchisee, predecessor-successor, creditor-debtor, lessor-lessee, parent-subsidiary, contractor-consumer, the on-going manual search being conducted by Board staff has yielded 49 pages of responsive records to date. These records, which are being disclosed in their entirety, are attached.

You may expect a further disclosure once the search and review of the responsive material is completed. While we are including your appeal rights below, in the interests of efficiency, avoiding piecemeal appeals, and saving the resources of your organization and the government, we request that you consider holding any administrative appeal until the Agency's final production of records. Upon the Agency's final production of records, you will receive a final determination letter that will include information regarding your appeal rights pursuant to NLRB Rules and Regulations, 29 C.F.R. § 102.117(c)(2)(v). We will assess fees with the final release of documents.

For the purpose of assessing fees, we have placed you in Category A, commercial use requester. This category refers to requests "from or on behalf of a person who seeks information for a use or purpose that furthers the commercial, trade, or profit interests of the requester or the person on whose behalf the request is made, which can include furthering those interests through litigation." NLRB Rules and Regulations, 29 C.F.R. § 102.117(d)(1)(v). Consistent with this fee category, you "will be assessed charges to recover the full direct costs of searching for, reviewing for release, and duplicating the records sought." 29 C.F.R. § 102.117(d)(2)(ii)(A). Charges are \$9.25 per quarter-

hour of professional time. 29 C.F.R. § 102.117(d)(2)(i). We will assess fees with the last production.

You may contact Rosetta Lane, the FOIA Attorney-Advisor who processed your request, at (202) 568-3526, or by email at rosetta.lane@nlrb.gov, as well as the Agency's FOIA Public Liaison, Patricia A. Weth, for any further assistance and/or to discuss any aspect of your request. The FOIA Public Liaison, in addition to the FOIA Specialist or Attorney-Advisor, can further explain responsive and releasable agency records, suggest agency offices that may have responsive records, and/or discuss how to narrow the scope of a request in order to minimize fees and processing times. The contact information for the Agency's FOIA Public Liaison is:

Patricia A. Weth FOIA Public Liaison National Labor Relations Board 1015 Half Street, S.E., 4th Floor Washington, D.C. 20570 Email: FOIAPublicLiaison@nlrb.gov

Telephone: (202) 273-0902 Fax: (202) 273-FOIA (3642)

After first contacting the Agency, you may additionally contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA dispute resolution services it offers. The contact information for OGIS is:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road-OGIS
College Park, Maryland 20740-6001
Email: ogis@nara.gov

Telephone: (202) 741-5770 Toll free: (877) 684-6448 Fax: (202) 741-5769

You may obtain a review of this determination under the NLRB Rules and Regulations, 29 C.F.R. § 102.117(c)(2)(v), by filing an administrative appeal with the Division of Legal Counsel (DLC) through FOIAonline at: https://foiaonline.regulations.gov/foia/action/public/home or by mail or email at:

Chief FOIA Officer National Labor Relations Board 1015 Half Street, S.E., 4th Floor

Washington, D.C. 20570

Email: DLCFOIAAppeal@nlrb.gov

Any appeal must be postmarked or electronically submitted within 90 days of the date of this letter, such period beginning to run on the calendar day after the date of this letter. Any appeal should contain a complete statement of the reasons upon which it is based.

Please be advised that contacting any Agency official (including the FOIA Specialist, Attorney-Advisor, FOIA Officer, or the FOIA Public Liaison) and/or OGIS does not stop the 90-day appeal clock and is not an alternative or substitute for filing an administrative appeal.

Sincerely,

Is Synta E. Keeling

Synta E. Keeling Freedom of Information Act Officer

Attachment: (two excel spreadsheets; 128 pages)

| CASE NUMBER | CASE NAME | JJ. | CASE STATUS | CASE FILED DATE | CASE CLOSED DATE | CAT CLOSED REASON | ALL DECISION DT | BOARD DECISION DT | CIRCUIT CRT DECISION DI |
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| 16-CA-096115 | S&R Aerospace, LLC and Murray Guard, Inc., (Joint Employers) | 5 ; | Curses | 2707/6/7 | 610010010 | 7 | MOLE | 1000 | 7700 |
| 15-CA-096622 | Cordova Professional Services, Inc. and American National Insurance Co., Joint Employers | 5 | Closed | 1/18/2013 | 9/12/2013 | т | MOL | MOLL | MOLE |
| 10-CA-096862 | YOUNG'S TRUCK CENTER D/B/A ADVANTAGE TRUCK CENTER, LLC AND TOTAL HUMAN RESOURCES, INC., JOHN EMPLO | 5 | Closed | 1/23/2013 | 9/19/2013 | 7 | MULL | MULL | MOLL |
| 29-CA-097001 | | ర | Closed | 1/24/2013 | 8/29/2013 | 2 Informal Settlemen | MUL. | MULL | NULL |
| 02-CA-097305 | 840 ATLANTIC AVENUE, LLC, A MCDONALD'S FRANCHISEE, AND MCDONALD'S USA, LLC, JOINT EMPLOYERS | ð | Open | 1/30/2013 | NULL | 3 NULL | MULL | NULL | NULL |
| 13-CA-097519 | Skibase. LLC d/b/a Papa John's Pizza and South Loop Pl's River North LLC as a single and/or joint employer | ర | Closed | 2/1/2013 | 7/9/2013 | 2 Informal Settlemen | MULL | MULL | NULL |
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| 01-CA-098145 | Stamford Plaza Hotel and Conterence Center and Stamford Plaza, Lr. a Joint and OI single Uniproper | 5 ; | 1000 | 4/14/4044 | 41111 | 2 | O N N N | 41 (36/3014 | 6/11/2014 |
| 01-CA-098145 | Stamford Plaza Hotel and Conference Center and Stamford Plaza, D. a Joint and/or Single Employer | 5 | Copen | 2/12/2013 | MOU | _ | WUL. | PT/20/2/T | P101/11/0 |
| 07-CA-098299 | IBC North America, Inc. and Staffworks, Inc., joint Employers | 3 | Closed | 2/13/2013 | 12/16/2013 | 3 Informal Settlemen | MAL | MOLT | NOLL |
| 06-CA-098426 | FirstEnergy Corp., & its subsidiary, FirstEnergy Generation Corp. & Allegheny Energy, Inc. & its subsidiary Allegheny Ene | ð | Closed | 2/14/2013 | 3/27/2013 | 3 Withdrawal Adjuste | MULL | NULL | NULL |
| 02-CA-098604 | 14 EAST 47TH STREET, LLC, A McDONALD'S FRANCHISEE, AND McDONALD'S USA, LLC, SOINT EMPLOYERS | ర | Open | 2/15/2013 | NULL | 3 NULL | NULL | MULL | NULL |
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| 02-CA-0988662 | LEWIS FOLIDS OF 42ND STREET, LLC, A MICHORAGE STRONGHISSE, AND INCIDINGLE STORY, LLC, JOHN EVILLED FROM | 5 3 | | 2/10/2012 | 1/0/2014 | 2 Informal Sattlemen | MIII | MIBI | MILL |
| 10-CA-098640 | CHEC GROUP, ILC AND LIM: GOVERNMENT SERVICES, LLC, JOHN TEMPLOTERS | 5 3 | Classed | 2/10/2013 | 10/31/3013 | 3 Informal Cattleman | MILL | MILL | |
| 02-CA-098641 | MOINIAN AND DOUGLAS ELLIMAN PROPERTY MANAGEMENT 45 JOHN EMPOSES | 5 3 | 2000 | 2/10/2012 | 4/34/3003 | 7 Photogram Mon-adise | Milit | IIIN | MITT |
| 29-CA-098828 | MTA Bus and Summit Security, as joint employers | 5 ; | Closed | 5102/61/2 | 4/24/2013 | columnation of the column of t | TOTAL STREET | ALC III | MILL |
| 31-CA-098820 | El Networks Productions and Rugby Productions LTD, as single or joint employers | 5 | Closed | 2/21/2013 | 11/1/2013 | 3 Informal Settlemen | MOCK | MOR | 7704 |
| 02-CA-098846 | Riverbay Corporation & Marion Real Estate, Inc., Joint Employer | ర | Closed | 2/21/2013 | 7/11/2013 | - | MULL | NULL | MULL |
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| 13-CA-099518 | CLCA Terminal Equipment Corporation (Lichard Eccounting) (Corporation Section 1) | , | Closed C | 2/11/2012 | 1/37/3014 | 7 Informal Catriamen | Milit | NEID | MILL |
| 29-CA-100136 | 833 Central Owners Corp./BRIG Really LLC as Joint Employers | 5 ; | Closed | 3/11/2013 | ********** | 2 Mark decrees Adjuster | 2000 | 2/10/01/0 | N |
| 22-CA-100327 | Rosedev Hospitality, Secaucus, L.P. and La Plaza Secaucus, LLC, as John employers, d/b/a The Empire Medowkands Hot | 5 | Closed | 3/13/2013 | 12/12/2013 | S INTERNATIONAL PROJUNC | MOLE | C107/01/6 | 7700 |
| 08-CA-100511 | MACK INDUSTRIES, INC., MACK CONCRETE INC. MACK TRANSPORT, INC., AND MACK VAULT COMPANY, JOINT EMPLOY | 5 | Closed | 3/18/4013 | STOZ ING IS | Z (INCIPAME) MON-ACIONS | MOLE | HUCL | 1100 |
| 28-CA-100711 | Edgewater Motel Casino Resort Laughlin/Colorado Belle Hotel Casino Laughlin, Joint Employers | ð | Closed | 3/19/2013 | 4/4/2013 | 3 Withdrawal Adjuste | MULL | NULL | MULL |
| 04-CA-101309 | MDT PERSONNEL & INDIAMA INDUSTRIAL SERVICES, JOINT EMPLOYERS | ర | Closed | 3/27/2013 | 12/24/2013 | 3 Informal Settlemen | NULL | NULL | MULL |
| 04-CA-101316 | MDT PERSONNEL & INDIAMA INDIUSTRIAL SERVICES, JOINT EMPLOYERS | ð | Closed | 3/27/2013 | 12/24/2013 | 3 Informal Settlemen | NULL | NULL | MULL |
| 04-CA.101314 | MDT PERSONNEL & INDIANA INDIASTRIAL SERVICES, JOINT EMPLOYERS | ర | Closed | 3/28/2013 | 12/24/2013 | 3 Informal Settlemen | NULL | NUCL | MULL |
| 22.CA.101846 | SOCKED HOSPITALITY SECALICIES I P. AND LA PLAZA SECALICIES. LLC. AS JOINT EMPLOYERS. D/B/A THE EMPIRE MEAD | ð | Closed | 4/2/2013 | 8/21/2013 | 2 thdrawal Non-adjus | NULL | MULL | NULL |
| CA 101007 | BATTLE GENARIOTZ GRAMIY DEGIDENCE & FACTILITY WHICH IS COMMED BY SOUTH RRONX COMMUNITY MANAGEMENT CON | 5 | Closed | 4/3/2013 | 1/31/2014 | 3 Dismissal Adjusted | NULL | NOCE | TION |
| 10 CA-10163 | THE THE PROPERTY TREATMENT OF THE DARK CATT AND CHARACTER EMPLOYERS | 3 | Closed | 4/8/2013 | 11/4/2013 | 3 Withdrawal Adjuste | | NOLL | NULL |
| 10-C4-102.162 | CARALINE MANAGEMENT I ECHINOLOGI IN THE TRANSPORTE CONTRACTOR CONTRACTOR TO THE STANDARD TO THE STANDARD THE CHINA CONTRACTOR CONTRA | 3 | Closed | 4/9/2013 | 4/14/2016 | 3 Withdrawal Adjuste | | NULL | NULL |
| 09-CA-102403 | PORTOR PROGRAMMENT CORPORATION OF THE ACCOUNT CONTRACT CONTRACT PROGRAMMENT TO THE ACCOUNT OF TH | 1 | Open | 4/10/2013 | NULL | 3 NULL | | NOUL | NULL |
| | PROPERTY INTERNATIONAL INC. INTERNATIONAL STATEMENT TRANSPORT TO STATEMENT OF STATE | ð | Closed | 4/11/2013 | 4/30/2013 | 2 thdrawal Non-adjus | NULL | NOLL | NULL |
| 16-CA-102606 | THE SECOND STATE OF THE SE | ð | Closed | 4/16/2013 | 10/22/2013 | 3 Informal Settlemen | NULL | NULL | NULL |
| 29-CA-102881 | PUBLICATION SERVICES THE WAY AND ALTINE TRANSPORTE FLOORING CONTINUED TO THE PROPERTY OF THE P | 5 2 | Closed | A/16/2013 | 6/14/2013 | - | NULL | NOU | MULL |
| 22-CA-103061 | RED-LANE, INC. AND BRILKFURGE, AS PURI EMPLICITEES | 5 8 | Const | 4/16/2013 | 5/21/2003 | 3 Mithdrawal Aduste | NULL | NOIT | WILL |
| 05-CA-102959 | SP Plus Transportation and the Convention Store, Inc., John Employers | 5 3 | Closed | 4/17/2013 | 10/2/2014 | 4 | Nill | NULL | TITON |
| 01-CA-103040 | RP PROVIDENCE HR LLC and IPS HOSPITALITY INC. AN APPLICALE OF THE PROCECUM II GROUD, as JOINT EMPROPERS | 5 3 | CKOSEU | 44777003 | 10/2/2021 | 2 60111 | MILL | | 11190 |
| 02-CA-103390 | BRUCE COLLEY & MCDONALD'S USA, LLC AS JOINI ON SINGLE EMPLOYER | 5 3 | 1000 | 4/29/2042 | 1 | ļ | I III | NIII | MULL |
| 02-CA-103-984 | MICLIMITE STREET HOLDING, I.L. A MICOURALD STANDING, AND MICOURALD STANDING OF THE STANDING OF | 5 5 | 3 | E1047247A | NIII | 3 NULL | NOCL | NULL | TOW |
| 02-CA-103430 | Richard G. Larose & McDonaid's U.S. as your or single employer | 5 2 | Cored | 4/24/2013 | 2/4/2014 | 3 Informal Settlemen | MULL | NOLL | MULL |
| 15-CA-103628 | Hundington ingalis industries and CTR Aroup-John and/or single employers | 5 | nacoro | 4/15/2043 | 6710/3013 | 7 | I | IIIN | ACLEL |
| 02-CA-103734 | JUAN A. RODRIGUEZ & MCDONALD'S USA, LIC AS KUIN ON SINGLE EMPLOYER | 5 | CHASE | 4/20/2/2049 | of top 2025 | 1 11 11 11 | 71111 | Alitia | ACITI |
| 02-CA-103726 | MIC-EASTOHESTER, LLC, A MICDONALD'S FRANCHISEE, AND MICDONALD'S, USA, LLC, JOINT EMPLOYERS | 5 | Open | C107/C7/b | TACK. | $\overline{}$ | 1 | A11114 | 2 |
| 29-CA-104002 | The Gretsh Condominium/Akam Associates as Joint Employers | 3 | Closed | 4/25/2013 | \$107/67/5 | 3 Introdrawal Adjuste | MOLE | MORE | 14000 |
| 02-CA-103771 | 1531 FULTON STREET, LLC, A McDONALD'S FRANCHISEE, AND MCDONALD'S USA, LLC, POINT EMPLOYERS | 5 | Open | 6/46/4013 | NOUL | T ACCEPTANCE OF THE PARTY OF TH | MOLE | TOOL TOOL | MH |
| 29-CA-104084 | T & T Industry Inc. and Rizzo Environmental Services Corp., as single and/or Joint employers | ব | Closed | 4/29/2013 | 7/9/2013 | 2 Withdrawal Adjuste | MULL | TION | Those |
| 16-CA-104326 | Therapy Milestones of Texas, Inc., Therapeutic Innovations, and Milestone Therapy Services, as a Single and/or Joint E | ర | Closed | 5/1/2013 | 7/11/2013 | _ | NOLL | TION | MOLL |
| 04-CA-104440 | PHILLY AUTO LABOR SERVICES (PALS) AND GLOBAL AUTO PROCESSING SERVICES (GAPS) AS JOINT EMPLOYERS | ర | Closed | 5/6/2013 | 5/28/2013 | _ | NOLL | NOLL | MULL |
| 05-CA-104673 | Wattins Security Agency of D.C., Inc. and Covenant Security Services, 11d., Joint Employers | ð | Closed | \$/8/2013 | 6/9/2014 | 3 Informal Settlemen | NULL | NULL | MULL |
| 31-CA-104872 | Hoor Wine. Lt.Cand Ontario Wines. LLC dba Hooters of Ontario Mills, Joint Employers | ð | Open | \$/9/2013 | NULL | 3 NULL | 5/19/2014 | 10/22/2014 | MULL |
| 31.CA.104872 | Hand Wine Lt.Cand Ontario Wines. Lt.C dha Hooters of Ontario Mills, Joint Employers | ð | Open | \$/9/2013 | NOLL | 3 NULL | 5/19/2014 | 9/1/2015 | MULL |
| 10.CA.104696 | VOLUMES TRUCK CENTER DAVA ADVANTAGE TRUCK CENTER LIC AND TOTAL HUMAN RESOURCES, INC. A JOINT EMPL | 3 | Closed | 5/9/2013 | 9/18/2013 | 2 Withdrawal Adjuste | MULL | MOLL | NULL |
| 10 CA 105 201 | ADÉLICO MAN | 2 | Closed | 5/10/2013 | 10/22/2013 | 3 Informal Settlemen | MULL | MULL | NUEL |
| 10750745767 | PROPERTY IN THE SECOND STATEMENT OF THE INTERPRETATION OF THE SECOND SEC | 1 | Closed | 5/13/2013 | 7/22/2013 | 3 ismissal Non-adjusti | ARTH | MULL | NULL |
| 10-10-10-00 | RALL TURKHING RATO SHEWAY REINFOLDER BUILDING EINFOLDER SPREAGOUT STIGNE EINFOLDER. THE STILL SHOW FOR ANY FOR AN AND AND AND AND AND AND AND AND AND | 5 2 | Closed | 5/13/2013 | 9/13/2013 | 3 ismissal Non-adjuste | MACE | MULL | NOLL |
| 18-CA-104961 | THE WORK CONNECTION INC. AS A JUNE EMPLOTER WHITI SCHWAM S COOL SERVICE INC. | 5 3 | Closed | 5/19/2013 | 11/24/2014 | $\overline{}$ | NULL | NOLL | NOLL |
| 07-04-103173 | VESTA ZA CONTORNINUM NA SELECTION CONTORNE CONTO | 1 | Cheened | \$100/00/3 | 1/15/2014 | 3 kemissal Non-adjuste | MULL | NULL | NOLL |
| 02-C4-105501 | 1) residantent Associates, inc. and Lompass aroup Day inc. as a subject enhance of control inclinations and incertainty inc. | 5 8 | Sec. | 5/20/2013 | 2/11/2014 | _ | NUBL | NULL | NOLL |
| 19-CA-105429 | Lincoln City Ambulance, Inc. dba Pacific West Ambulance and Metro West Ambulance, Inc., John Lmpoyers, Ja | 5 5 | Closed | 5/20/2013 | 5/11/2014 6/6/2014 | ┰ | MIN | MIII | MULT |
| 19-CA-105427 | Uncoin City Ambulance, Inc., d/b/a Pacific West Ambulance and Metro West Ambulance service, Inc., a angle Empirys | 5 | CHOSEG | 5/20/2013 | \$107/C/G | 3 mound settlement | MULL | TALL | TANK! |

| JUNE INDIVIDUE & WILDOWS D. JUNE 1971 CO. MICH. CO. MICH. CO. CO. CO. CO. CO. CO. CO. CO. CO. CO | 5 5 | Closed | 5/22/2013 | 5/22/2014 | 2 Informal Settlemen | | מו | NULL | NULL |
|--|----------|------------|---|---|--|-----------------|----------|---|---|
| up LLC and ZF Friedrichshafen AG, joint Employers | 5 | | | | | | | | |
| Jackson Hospital Corporation of D/a Kentucky River Medical Center, Community Health Systems, Inc., and/or Commun | ర | Closed | 5/22/2013 | 4/14/2016 | \neg | | T. | NULL | NULL |
| RIVERBAY CORPORATION & MARKON SCOTT REAL ESTATE, INC., JOINT EMPLOYER | ర | Closed | 5/22/2013 | 7/11/2013 | т | | = | NULL | NOLL |
| Morrison Management Specialists, Inc. ("MMS") and Tenet HealthSystem North Shore, Inc. d/b/a/ North Shore Medic | ర | Closed | 5/24/2013 | 12/19/2013 | 3 Withdrawal Adjuste | | 1 | NULL | MULL |
| ITED PARTNERSHIP. A McDONALD'S FRANCHISEE, AND McDONALD'S USA, LLC, JOINT EMPLOYERS | ర | Open | 5/29/2013 | MULL | 3 NULI | | וו | NULL | NULL |
| who have he dra Bariffs Meet Awhelance and Matro West Ambalance Service Inc. Joint Employer an | 5 | Closed | 5/30/2013 | 6/5/2014 | 3 Informal Settlemen | tlemen NULL | 111 | MULL | NULL |
| PROPERTY TO THE PROPERTY OF THE PROPERTY OF THE PARTY TH | 8 | Closed | 5/30/2013 | 8/16/2013 | 3 Mithdrawal Adjuste | Adjuste MULL | | NULL | MULL |
| T POLY TREMPHY I.E. THOUGHT INTO THE SHOP AND THE TANK THE TEXT TO THE TANK | 3 | December 1 | 6/21/2013 | 3/4/2014 | 2 Informal Settlemen | L | | MINI | AURI |
| Apply, LL D/O/A KING SOMETHING TO A STATE OF THE STATE OF | 1 | - Constant | 5/4/2013 | Milit | - C | - FI HV | - | MINI | MEILI |
| aurants zo, inc., a includiated s franctisee and includiate s use, i.u., form cripioyers | 5 1 | | 2/4/2003 | Milit | | | | I I I | MPIFE |
| RMC Loop Enterprises, LLC, A McDonaid's Franchisse and McDonaid's U.S., LLC, John Employers | 5 ; | 1000 | 2007/4/00 | 10/10/101 | 2 | A september 2 | | 1000 | MILI |
| Duell Management Systems and Whitehouse Estates, Inc. as Joint employers | 5 | Closed | erno/er/o | CTOS JOS JOT | C Proposition (10) | | | TATE OF THE PARTY | 2000 |
| Johnson Controls, Inc. and AT&T Joint Employers | ა ა | Closed | 6/14/2013 | 7/24/2014 | Informa | Settlemen NU | | MULL | MOLL |
| PBS Facilities Services and Active Maintenance Plus Inc as single employer, and Adelico, LLC as a joint employer to bott | S | Closed | 6/14/2013 | 1/23/2014 | 3 Informal Set | | עו | MULL | NULL |
| Beint's Busin Blen Inc. and Carlshaan Temporary Captures IIC Insist Employers | 3 | Closed | 6/17/2013 | 4/21/2016 | lemoju | Settlemen NU | J. | 12/24/2013 | NULL |
| DITTLE STUDY WELD, HE SHE WAS AND A MAKE THE THE THE THE THE THE STUDY OF THE STUDY | 3 | Thread | 6/17/2013 | 3/6/2014 | icmicon | | | KULL | NOLL |
| SPITAL OF PHILADEPPINA AND ANAMARIA HOLD FOR SUPPORT SERVICES, INC. CONT. LIFE LOLLING | 1 | | 200000000000000000000000000000000000000 | 4 14 0 14 04 4 | ۳ | | | 1 10 10 10 10 10 10 10 10 10 10 10 10 10 | *************************************** |
| Giese Co., LLP, Giese Manufacturing Company, Giese Sheet Mietal Co., Inc. and Giese Roohing Company, single Employy | 5 | Closed | 6/19/2013 | 6/10/2014 | S WITHOLDWAI HOUSE | | | TON | שחדר |
| Wright Management, Inc., A McDonald's Franchisse, and McDonald's, USA, LLC, Joint Employers | ð | Open | 6/20/2013 | NOUL | - | | | MOLE | MON |
| PBS Facilités Services and Active Maintenance Plus Inc as a single employer, and Adelico, LLC as a joint employer to bo | ð | Closed | 6/26/2013 | 8/16/2013 | 3 Ismissal Non-adjust | -adjuste NULL | | NULL | NGLL |
| Michigan Conter and Costal Services as Inint Employees | _ ქ | Closed | 6/27/2013 | 6/17/2014 | 3 ksmissal Non-adjust | -adjuste NULL | 11 | MULL | NULL |
| The state of the Constitution of the state o | 2 | Closed | 6/28/2013 | 12/3/2013 | - | | _ | MUL | NULL |
| Clinton Management and cope Community Apartments Lick as with Emproyers | 5 ; | 2 | a ter trans | 10 (0 (0 0 0 | | | | P.00 10 4 | I |
| FINISHER LLC AND D. GRIFFITH & COMPANY. INC., POINT EMPLOYERS | გ | Closed | 7/5/2013 | 12/5/2014 | 3 Intormal Settlemen | | 4 | MUCL | MOLL |
| Onemor, Inc. and McDonald's USA LLC as Joint or Single Employer | ð | Closed | 7/12/2013 | 8/4/2014 | 2 thdrawal Non-adjus | n-adjus NULL | - | NUL | MULL |
| The formation than I have been been | 2 | Closed | 7/17/2013 | 8/6/2013 | 3 khdrawal Non-adjus | n-adius NULL | 11 | NOR | MULL |
| nd the Lexington more; John Employers | 5 1 | | */10/3043 | 0/10/1013 | 2 shopping Man adject | | | PAR IN 4 | MITI |
| PTO/BTC (Joint Employers) | 3 | Cosed | 1/18/2013 | 2/12/2013 | ٠ | | | 100 | 100 |
| Johnson Controls, Inc. and AT&T, as joint employers | ð | Closed | 7/24/2013 | 9/30/2013 | 3 khdrawal Non-adjus | n-adjus NULL | 1 | NUCL | MULL |
| Salar and Andrewski I and Andrewski | ð | Closed | 7/24/2013 | 7/24/2014 | 2 Informal Settlemen | tlemen NULL | 11 | NUCL | NULL |
| JAN 118. SATURATOR OF THE CONTRACTOR OF THE CONT | 1 | Cloud | 1/20/2013 | 9/27/2013 | 4 ismissal Non-adjust | L | | NUIT | MULL |
| ľ | 5 | 2000 | 400,000 | 400000000 | | | | 4000 | 10.00 |
| nce Service, Inc., and Metro West Ambulance Service, Inc., a Single Employer and/or Joint Employers | 3 | Closed | 7/30/2013 | 10/22/2014 | ┰ | | | NOCE | MOLL |
| ,5 | ర | Closed | 8/1/2013 | 9/19/2013 | 3 ismissal Non-adjust | -adjusta NULL | וו | NULL | MULL |
| The second secon | | Clocod | 8/1/2013 | 9/30/2013 | 3 Hsmissal Non-adiust | -adiusta NULL | L | NUCL | MULL |
| | 1 | 1 | 0,0000 | to the state of | | | | 41014 | 1000 |
| MALITY, SECAUCUS, L.P. AND LA PLAZA SECAUCUS, LLC AS JOINT EMPLOYERS, D/8/A THE EMPIRE MEAD | ర | Gosed | 8/1/2013 | 12/12/2013 | 2 Withdrawal Adjuste | | 77 | NOLE | MOLL |
| Course Proceedies 11 C and Laboratories Industrial Staffing Specialists Inc., iding employees | ð | Closed | 8/1/2013 | 9/30/2013 | 3 ismissal Non-adjust | -adjuste NULL | | NULL | NULL |
| | ; | Olaman . | 672770 | 5100/30/0 | 2 Shelmanni Mon-adims | District Nittle | _ | - ININ | Mtli 1 |
| Golden Living Center as a single employer and as a Joint employer with Healthcare Services Group at Lansdare and stell | 5 | Cooked | 6102/7/0 | 27.23/4.013 | | | | 1000 | |
| Duell Management Systems and Whitehouse Estates, Inc. as joint employers | ర | Closed | 8/5/2013 | 10/30/2013 | 3 (Indrawal Non-adjus | | | NOLL | MOUL |
| Bhastald Hoosies Commany 11C 47N/s Bhastald Reviews Medical Center Community Health Systems, Inc., and/or Com | ర | Open | 8/7/2013 | NULL | 30 NOCE | NOT | = | NULL | NULL |
| | : | Other Park | 0777743 | 0/10/1012 | 2 Michelmannal Adimeter | Adinoth | | IIIN | NUIT |
| Durham School Services and Davenport School District a Joint Employer | 5 | COSER | 0/1/2020 | Catal party | | | | | |
| The HEIL CO., INC. D/B/A HEIL ENVIRONMENTAL AND FIRST CHOICE PERSONNEL, JOINT EMPLOYERS | 5 | Closed | 8///2013 | 6/21/2013 | 3 marawai Non-adjus | | , | MULL | HOLE |
| STAFFORD INC. AND F.S. M. ASSOCIATES, A JOINT EMPLOYER | ర | Closed | 8/8/2013 | 9/26/2013 | 3 ismissal Non-adjust | | 11 | NULL | NOLL |
| Course Department III a joint employer seth Laboratoria Industrial Staffing Specialists | ర | Closed | 8/12/2013 | 12/16/2013 | 3 ismissal Non-adjust | -adjuste NUL | | NULL | NULL |
| a 46: size, a sendice Contact and its sinula and its injustamentary Health Contact for and its | Z | Closed | 8/15/2013 | 9/28/2015 | 3 Ithdrawal No | n-adjus NUL | 11 | 4/3/2014 | NULL |
| | | 1 | 610612010 | EMEDOIA. | 2 Asiehalmung Adinete | | | HILL | MIRI |
| | 5 | Coosea | CT02/01/0 | 207 FO TO | C IDMAIN THE T | | | | |
| Riggswood Health Care Center, Inc. & Ridgewood Health Services, Inc., a single employer and Preferred Health Holdin | ර ර | Closed | 8/19/2013 | 8/1/2014 | Z thdrawal Non-adjus | | | NULL | MOLL |
| Vaces 24 Condominium and Area Real Estate II Cas Inini Employers | 3 | Closed | 8/19/2013 | 7/28/2014 | 3 thdrawal Non-adjus | n-adjus NULI | 11 | ווחוו | NULL |
| THE STATE OF THE PARTY OF THE STATE OF THE S | 8 | Clocard | 8/21/2013 | 5/26/2014 | 3 Compliance w/BD | L | 111 | NOLL | NULL |
| DWNERS CORP. & ATROUS REALT GROUP AS JOINT EMPLOTERS | 5 | CHOSEN | of a sy and | 201001000 | | ļ | | | 1014 |
| ociates, inc. & Compass Group USA, inc. as a single employer and/or as a joint employer with (2) Rockel | đ | Closed | 8/21/2013 | 10/30/2013 | S RSTNISSAI NON-BUILDS | | | MOLE | MOCE |
| COMPASS GROUP USA D/B/A CROTHALL AND UK HEALTHCARE (JOINT EMPLOYER) | ð | Closed | 8/26/2013 | 11/15/2013 | 3 thdrawal No | n-adjus NULL | = | NULL | NOLL |
| to low and ATET as tolory amendment | ্ গ | Closed | 8/27/2013 | 7/24/2014 | 2 Informal Settlemen | tlemen NULL | 111 | NULL | NULL |
| AMILION COLLEGE, INC. SEC. CLEAR SELECTION COLLEGE IN SEC. CLEAR S | 2 | Onen | 8/28/2013 | MIHT | 3 NULL | | 17 | NULL | NOLL |
| al Company, LLC o/ b/a Bruened Regional Medical Center, Community medicin systems, mic., and/or com | 1 | | מל אינו מינו | | | | | | - 14 |
| FREET, I.L.C., A McDONALD'S FRANCHISEE, AND McDONALD'S USA, L.L.C. JOINT EMPLOYERS | 5 | Open | 8/29/2013 | MULL | 3 C | | | HOLE | Mark |
| lates. I. P., debtor in possession, d/b/a LaGuardia Plaza and/or T & L Cleaning, Inc., as joint and/or sing | ర | Closed | 9/3/2013 | 11/19/2013 | 3 ismissal Non-adjust | -adjuste MULL | - | MULL | NOCL |
| 4/h/a Hail Environmental and First Choice Personnel. Joint Employers | 5 | Closed | 9/4/2013 | 9/26/2013 | 3 thdrawal Non-adjus | n-adjus MULL | 11 | NULL | NULL |
| and the Court and ETT laint Vanture laint Erredouer. Altar fance and a Grade Frankrier | 2 | Closed | 9/9/2013 | 7/23/2014 | 2 Informal Settlemen | tlemen MULI | 17 | NULL | NULL |
| LO DE DASACTORIAS, III., COE JUING THE THEORY OF THE COURSE AND | | - Classes | 0/11/30/13 | 6/26/2013 | 2 Phylogunal Non-adhire | L | ļ | HUN | NULL |
| , d/b/a heal control and read from the control of t | 1 | | | o to the total | | | | - | MILE |
| LLC, a McDonald's Franchisee, and McDonald's USA, LLC, Joint Employers | 5 | Closed | 24 104 2013 | Storage | 7 | | | | |
| RVICES INC., and ACTIVE MAINTENANCE PLUS INC. (Single Employer), and ADELLCO MANGEMENT LLC (| ర | Closed | 9/18/2013 | 1/24/2014 | 3 Mithdrawal Adjuste | | | NOLL | MORE |
| ND RI SMITH & COMPANY, LLC. SINGLE AND/OR JOINT EMPLOYERS | ర | Closed | 9/20/2013 | 10/21/2013 | 3 Withdrawal Adjuste | Adjuste MULL | 1 | MULL | NOLL |
| many law A Ad-Danald's Economics and Michaeld's 1168 (10) loop femaless. | 3 | Open | 9/20/2013 | NULL | 2 NULL | MUL | = | MULL | NULL |
| | į | - Cooper | 0/34/3012 | 10/31/2013 | 2 Mishelrassial Adjustice | School Attack | _ | MITT | NOLL |
| Ultimate Services, Inc. and Strike Force Protective Services as a single cryptoyer, and neatmerwood Communities as a ju- | 5 ; | CROSED | 2744/2042 | 20,000,000 | The second secon | | | | |
| ty Agency of DC, Inc. and Covenant Security Services. Ltd., Joint Employers | 5 | Closed | 8/25/2013 | 11/46/4013 | 7 | | | 100 | 2201 |
| | ð | Closed | 9/26/2013 | 10/24/2013 | 3 Withdrawal Adjuste | | | MULL | NOLL |
| Marcon Deposit & Institution of Taxas, Inc. C Martines Drowall LLC, and Milenium Drowall Services, Corp., Joint Embloy | ঠ | Closed | 9/30/2013 | 10/3/2014 | 3 Informal Settlemen | tlemen MULL | 11 | MULL | NOLL |
| | 5 | Closed | 10/2/2013 | \$/28/2015 | 3 Withdrawal Adjuste | Adjuste MULL | 17 | NULL | NOLL |
| 1000 | ; | | 20070100 | 7 21 21 2 | 3 1 | L | - | MINI | MIII |
| SA, LLC, XUINI EMP | 5 | Open | 10/4/2073 | WOL. | | | | | |
| ATION DF INDIANAPOLIS, A MCDONALD'S FRANCHISSE AND MCDONALDS USA, LLC, JOINT EMPLOYERS | ð | Open | 10/4/2013 | NULL | 3 MULI | | 11 | MULT | HOLL |
| Vects 24 Condominium and Step Boal Fetste II Cas Injust Employers | <u>ა</u> | Closed | 10/9/2013 | 11/24/2014 | 3 Compliance w/BO | | 11 | NULL | MULL |
| Appriliated and angulated active to a solice transporters | | | 40/01/0013 | 6/14/2014 | 2 Semicard Man | L | _ | | |
| Trades Masters; and Sigma Mechanical Contractors; and Skanska, As Joint Employers | 5 | Closed | 10/21/2013 | 2/14/2014 | 3 ISHINSAI INCINAUJOS | | | NO. | 1100 |
| Vecta 24 Condominium and Areo Real Estate LLC as Joint Employers | ð | Closed | 10/21/2013 | 7/29/2014 | 3 thdrawal Non-adjus | | 11 | NOLL | MULL |
| Annual of the last and flatters and County Construct Bod Initial Constitution | đ | Closed | 10/23/2013 | 12/6/2013 | 3 ismissal Non-adiust | -adjusta NULL | 11 | NOUL | MULL |
| TRACKING SECULIA OF CUIT OF THE SECULIAR SECULIA | | | 4 th 1940 1940 4 | 1 11 14 | ۰ | | | PHOTO I | MILL |
| V. Oviedo, Inc. A McDonald's Franchisse and McDonald's USA, LLC, Joint Employers | 5 | Open | 10/25/5013 | MOLL | X NUL. | | _ | 2000 | MULL |
| the last office of money farmers Leading Monday Monday Study Services Inc. (MFS). Total Excelles Mil | | | | | | | , | | |
| The state of the s | ð | Open | 10/29/2013 | MULL | 3 NULL | MULI | 11 | NULL | NULL |

| 13.4.4.116300 Hospital of Barstow is 12.4.116066 JWM Support Service 10.4.116234 Bluefield Hospital Co 02.4.116232 VESTA 24 CONDOMIN | Hospital of Barstow Inc., of bia Barstow Community Mospital, Community Infantia Systems, Inc., aroz or Community med JWM Support Services and Florida Drawbridges, Inc., After Ego, Single Employer, and Joint Employers | Ш | Closed | 10/31/2013 | 9/29/2015 NULL | 2 Inform | Informal Settlemen NULL thdrawal Non-adjus | NULL | NULL | NULL NULL NULL |
|--|--|----------|---------------------|--------------|--|---------------|--|----------|-----------|----------------------|
| | 25 and Fibride Drawbridges, III.; rater clgo, ambre company, and commentary | П | Open | 11/1/2013 | NOLL | • | NULL val Non-adjus | NULL | NULL | MULL |
| П | mnany 11C d/h/a Bluefield Regional Medical Center, Community Health Systems, Inc., and/or Cor | | Closed | | | | zal Non-adjus | NULL | NULL | NULL |
| Τ | VILIA AND ARGO REAL ESTATE LLC AS JOINT EMPLOYERS | ర | | 11/1/2013 | 4/15/2014 | 3 thdraw | | | NOIL | MILL |
| | 18. As a Computational way rance in the second seco | 1 | Closed | 11/4/2013 | 11/6/2013 | 3 Withdra | Withdrawal Adjuste | NULL | | MULL |
| T | THE INCH AGE AS A MENDOZA MAY CHARGED CONNECTIONS III'T TAYLOR FARMS PACIFIC INC. AND | ð | Closed | 11/5/2013 | \$/18/2016 | 2 Withdr | Withdrawal Adjuste | NOLL | NULL | NULL |
| Т | TATION FARMED FACILITY, INC., PAGE MEMORY, HIS CONTRICTION OF THE TATION FACILITY OF THE TATION OF T | 3 | Closed | 11/5/2013 | 5/18/2016 | 3 Withdra | Withdrawal Adjuste | NULL | NULL | NULL |
| 32-CA-116390 PATEON FARINS FALI | Free and A care Band Cost of 10 for John Smallenett | đ | Closed | 11/6/2013 | 7/28/2014 | т | thdrawal Non-adjus | NULL | NULL | NULL |
| Т | Vesta 24 Concornium and Algo Casta Estate Lt. 45 Joint complexes and insulanced frameworld for scripture as Joint com | 5 2 | florest | 11/12/2013 | 12/18/2013 | 7 | Withdrawal Adjuster | NOR | NUIT | MULL |
| 29-C4-11/USS Unmannic building ser | LYMBINE BUILDING SERVICES BY TED TRAINS SERVICES AS ANGE EMPOYEE BY TESTITIONS OF SERVICES AND ANGEST BY THE SERVICES AS A SERVICE SERVICES AND A SERVICES AS A SERVICE AS A SERVICES AS A SERVICES AS A SERVICES AS A SERVICE AS A SERVICES AS A SERVICES AS A SERVICES AS A SERVICES AS A SERVICE AS A SERVICES AS A SERVICES AS A SERVICE AS A SER | 2 | Closed | 11/12/2013 | 5/18/2016 | 3 Withdr | Withdrawal Adjuste | NULL | NULL | NULL |
| Т | THE, INC., ABEL INCIDENCE, INC., SERVICEMENT CONTRACTORS, LAS, COLORS, SAN THE CONTRACTORS, COLORS AND ADDRESS OF THE CONTRACTORS AND ADDRESS OF THE CONTRA | 3 | Closed | 11/14/2013 | 12/19/2013 | _ | thdrawal Non-adjus | NOIT | NULL | NUIT |
| T | Magnum Management LLL and Rent Security Services Inc. as a joint emporper | 5 5 | Clored | 11/18/2013 | 8/22/2014 | 3 Inform | Informal Settlemen | NUIT | NOT | NOLL |
| 7 | Lagre building systems, inc.; Span Construction & Engineering, inc., 45 Single of John Chipsopers | 5 1 | | 11/10/1012 | 13/16/2012 | - | Afishedraneal Adinetal | Mili | NIII | MULL |
| _ | SP Fiber Technologies SE, LLC & SP Fiber Technologies NW, LLC, as Jank Employers | 5 ; | Consecu | 11/10/2013 | 4 (n Photos | 40 | of Constants | 11111 | MILL | IIIN |
| | Watkins Security Agency of DC, Inc. and Coverant Security Services, Ltd., (Joint Employers) | 5 | Closed | 11/18/2013 | 6/3/5/n |) Indian | Digital Settlement | MOR. | 40.00 | MINI |
| 05-CA-117422 Watkins Security Age | ncy of DC, Inc. and Covenant Security Services, Ltd., (Joint Employers) | 5 | Closed | 11/18/2013 | 1/37/5014 | 4 | THE BOARD INCOME | MORE | more | 770 |
| 02-CA-117474 PLANNED COMPANIE | S AND AKAM LIVING SERVICES and The Printing House West Village, AS JOHNT EMPLOYERS | | Closed | 11/20/2013 | 7/25/2014 | - | hdrawal Non-adjus | MULL | NOT | MOLL |
| I. | Greenholer MAC 110 of this Greenhrier Valley Medical Center, Community Health Systems, Inc., and/or Community He | | Open | 11/22/2013 | NUCE | 3 | MULL | NULL | NUIT | MULL |
| L | SIC INC. ABEL MENDOZA INC. SLINGSHOT CONNECTIONS LIC TAYLOR SARMS PACIFIC, INC. AND | ١ | Closed | 11/22/2013 | 5/18/2016 | 3 Withdr | Withdrawal Adjuste | NUL! | NOTE | NULL |
| I | FIG. 190. ABEL MENDOCA, 190., SLINOSTO CONTRACTORS, LEG., FOLSON CONTRACTORS DESCRIPTION D | l | Onen | 11/27/2013 | NULL | $\overline{}$ | MULL | MULL | NULL | MULL |
| I | hity Medical Center, Community Hearth Systems, Inc., and/or Community region Systems Professional | ı | 5 | 43/3/2013 | MILL | | - | I III | MIII | MULL |
| 5-CA-118304 Anderson Enterprise: | s, a McDonald's Franchisce, and McDonald's USA, LLC, Joint Employers | | Open | 17/3/2013 | AT (AR PARTS | ~ | of them adjust | ALL DA | MIN | IIIN |
| 27-CA-118558 McDonalds Corporate | ion joint employer with Boselli investments LLC and/or Don Anthony Boselli | ١ | Closed | 12/0/2013 | 27/10/2013 | - | TIGURAN IANGARAN | MORE. | 1000 | MINI |
| 31-CA-119102 Exact Staff, Inc. a Joint Employer | rt Employer | | Closed | 12/10/2013 | 9/17/2014 | - | intormal settlemen | MUL | nou. | 770 |
| | LB&B Associates, Inc. and FTSS Joint Venture, Alter Egos and a Single Employer | 5 | Closed | 12/10/2013 | 12/26/2013 | 3 thdraw | thdrawal Non-adjus | NULL | MULL | MOLL |
| Ì | Lofton & Lofton Management V. Inc. A McDonald's Franchisse and McDonald's USA, LLC, Joint Employers | ð | Open | 12/10/2013 | NULL | _ | MULL | NULL | NULL | NULL |
| Ι | FIC. INC., ABEL MENDOZA, INC., SLINGSHOT CONNECTIONS, LLC, TAYLOR FARMS PACIFIC, INC. AM | ð | Closed | 12/10/2013 | 5/18/2016 | _ | Withdrawal Adjuste | NULL | NULL | MULL |
| Г | SERVICES INC. AND LIMITEDHEALTH GROUP, INC., AS SINGLE OR JOINT EMPLOYERS | ర | Closed | 12/10/2013 | 11/16/2017 | 3 ismissa | ismissal Non-adjusti | 8/5/2014 | 2/25/2016 | 9/13/2016 |
| Τ | ACTUAL AND ACCOUNTS OF ACCOUNTS OF COMMENT AND CINCIE FAMELOWERS | đ | Closed | 12/13/2013 | 3/12/2014 | 3 thdraw | thdrawal Non-adjus | NULL | MULL | MULL |
| T | MENT INC. D/g/a mcContact 5 of mcContact 5 control of 5 contact contac | 8 | Open | 12/13/2013 | NULL | ~ | MULL | NUL | NUL | NULL |
| Т | V. CAREGO, III., A INCOMMENT STRAINSE AND INCOMMENT OF STRAINS AND A STRAIN STRAIN STANDARD AND A STRAIN STAND | 2 | Closed | 12/16/2013 | 6/27/2014 | 2 ismissa | smissal Non-adjuste | NULL | NULL | MULL |
| Т | of Decelli | 5 | Clored | 12/16/2013 | 1/14/2014 | 3 theiram | therawal Non-adius | NUL | MULL | MULL |
| Т | | 5 3 | 2 | 12/10/2012 | 28/2014</td <td>2 Withdi</td> <td>Withdrawal Adjusts</td> <td>MIII</td> <td>Malia</td> <td>NULL</td> | 2 Withdi | Withdrawal Adjusts | MIII | Malia | NULL |
| ٦ | Ohio Steel Sheet & Plate, Inc. d/b/a Warren Fabricating Corporation and Industrial Labor, Inc., Joint Employers | 5 3 | nacon. | 44/40/4043 | 2000/20/2 | 2 avelode | Authorizated Actiocha | Milli | Milit | - MULL |
| | | 5 ; | COSEG | 12/12/2012 | - Jantante | C Allehale | and Adjusted | Die in | MIII | MITT |
| 08-CA-119409 Ohio Steel Sheet & P | Ohio Steel Sheet & Plate, Inc. d/b/a Warren Fabricating Corporation and Industrial Labor, Inc., Joint Employers | S | Closed | 12/20/2013 | c107/97/c | Z SVILLEGI | PATERON AWAR SALINOSE | | | |
| 29-CA-119434 Tradesmen Internation | Tradesmen International and Lin R Rogers Electrical Employers and/or Joint Employers | ర | Closed | 12/20/2013 | 2/2//2014 | 3 Thoraw | Indrawal Non-adjus | TO TO | MOL | TON . |
| 29-CA-119443 Tradesmen Internativ | Tradesmen International and Lin R Rogers Electrical Employers and/or Joint Employers | S | Closed | 12/20/2013 | 6/30/2014 | 3 Informat | a Settlemen | MULL | NULL | MOLE |
| Γ | and Lin R Rosers Electrical Employers and/or Joint Employers | ځ. | Closed | 12/20/2013 | 6/30/2014 | 3 Inform | Informal Settlemen | MUL | NULL | NOLL |
| Τ | Tradecree International and tin R Refers Electrical Employees and/or total Employees | ð | Closed | 12/20/2013 | 6/30/2014 | 3 Inform | Informal Settlemen | MULL | MULL | NULL |
| Total and the state of the stat | and and the Boune Electrical Femiliary and fire India Employers | | Closed | 12/20/2013 | 6/30/2014 | 3 Inform | Informal Settlemen | MULL | MULL | NULL |
| 1 | man and According Estate If as found Emphysics | ļ | Closed | 12/20/2013 | 11/24/2014 | $\overline{}$ | Compliance w/BO | NULL | NULL | NULL |
| П | Dannell Company 1 D and Refered International Inc. Islant Employers | ర | Closed | 12/23/2013 | 2/7/2014 | 2 Ithdraw | thdrawal Non-adjus | MUL! | NULL | NULL |
| Ш | 1910 Community Many | | Onen | 12/23/2013 | NOCT | 3 | NULL | NULL | MULL | NOLL |
| -1 | PC, Q'D's buistow Community nospites, Community results systems, and or community and | ı | Clored | 12/27/2013 | 2/19/2014 | г | Withdrawal Adjuste | MUL | MULL | NULL |
| - 1 | & Springlield Coal Company, a single employer, Joint employer or after egos | l | Pacopo Transport | 13/30/3013 | 1/21/2014 | | rholesural Non-active | MM | MILLI | NOLL |
| 19-CA-119785 Medix Ambulance Se | PRICE, Inc. and Metro West Ambulance Service, Inc., Joint Employers, and/or Single Compress, and | | - Corona | 40/14/1043 | A101/01/0 | _ | ionnies al Mon. adines | MINI | HIN | NULL |
| 02-CA-119875 MASTERPIECE CATER | MASTERPIECE CATERERS @ 55 WATER STREET AND ROK STAFFING AGENCY, INC. AS A SINGLE OR JUNIO EMPLICATERS | 5 1 | Cacaea | ********* | 2107/67/0 | | Alehdenes Adiane | MILL | MINI | NUR |
| 01-CA-120084 Columbia Gas of Mas | Columbia Gas of Massachuserts and NiSource, Inc., individually, and as single and joint employers | ļ | Closed | 1/0/2014 | \$107/21/2 | | Printed await Authorite | MOLE | HINI | MIN |
| 32-CA-120079 TAYLOR FARMS PACE | FIC, INC., ABEL MENDOZA, INC., SUNGSHOT CONNECTIONS, LLC, TAYLOR FARMS PACIFIC, INC. ANI | 5 | Cosed | 1/0/2014 | 01/07/01/6 | | and the same | 1 | 7700 | |
| 02-CA-120323 Ryrous Realty Group | Ryrous Realty Group and Unadilla Owners Corp., as joint employers | ర | Closed | 1/9/2014 | 7/21/2014 | | ismissal Mon-adjuste | MUL | NOLL | MOLE |
| Г | Yazaki North America, Inc.; Syncreon US, Inc.; and Select Staffing, as joint or single employer | ర | Closed | 1/13/2014 | 6/27/2014 | | Withdrawal Adjuste | MULL | NOC. | NOU |
| Г | Malace HR and Swift Staffing as Joint Employers | ర | Closed | 1/15/2014 | 3/27/2014 | | Withdrawal Adjuste | MULL | NULL | NOLL |
| Т | WATCHWITE MORDITAL CORPORATION DIR/A WATCHWILE COMMUNITY HOSPITAL COMMUNITY HEALTH SYSTEM | ర | Open | 1/15/2014 | NULL | 2 | NULL | NULL | NULL | NULL |
| Т | AND CONTROL OF THE PROPERTY OF THE SECOND OF BAND OF B | đ | Closed | 1/16/2014 | 6/16/2014 | 3 ismissa | ismissal Non-adjuste | NULL | NULL | NULL |
| Т | KES, INC. AND FLORIDA ORANGOLIS, INC., O STOCK LITTLE AND THE COLOR | į | Clouded | 1/21/3018 | 2/20/2017 | т | Informal Settlemen | NOLL | NULL | NOLL |
| П | (Group, LLC and Bread of Life d/b/a Penera bread, joint emproyers and or align emproyer | 5 5 | Closed | 1/21/2014 | 10/17/0t | a Inform | Informal Settlemen | NIJI | NULL | NOC |
| Ī | Precision Coatings, LLC and Mancan, Joint Employers | 5 3 | Desc. | A A DO LOCAL | 2713/2014 | _ | rhdrawal Non-arline | NIII | NULL | NOCT |
| 06-CA-121107 Wendy's Internation | Wendy's International, Inc. Wendy's Old Fashloned Hamburgers New York, Inc., in Wendy's USA, LLL, as John or Single | s | nacon 1 | 422,4014 | 202020 | | ol Catalana | Midi | NIN. | IIIN |
| | Precision Staffing, joint employers | 5 | Closed | 1/23/2014 | #707/1/0 | 4 | TO TO THE TOTAL PORT | 1000 | 91010 | No. |
| 02-CA-121128 PLANNED COMPANIE | PLANNED COMPANIES AND AKAM LIVING SERVICES and The Printing House West VIILage, AS JOINT EMPLOYERS | ర | Closed | 1/23/2014 | 8/25/2015 | \neg | Compliance W/BO | MULL | MOLE | 1000 |
| Γ | G45 Government Solutions, Inc. and Ahtna Facility Services, Inc., Joint Employers and DECO, Inc. | ₫ | Closed | 1/24/2014 | 3/28/2014 | _ | thdrawal Non-adjus | NOLL | NOTE | MOLL |
| Ι. | Groenbrier VMC 11C d/h/a Greenbrier Valley Medical Center, Community Health Systems, Inc., and/or Community He | ð | Open | 1/24/2014 | NULL | \neg | NULL | MULL | NULL | NOLL |
| Т | Newsch Entermines ing Newsch Fraindry Company and its wholly-owned Subsidiary, Mercer Forse Corporation, Joint | <u>ქ</u> | Closed | 1/27/2014 | 3/24/2015 | $\overline{}$ | Withdrawal Adjuste | NULL | NULL | NOIL |
| T | Treestat Service and Markinston Corn. 9. Indicated about the section and descriptions. | ð | Closed | 1/27/2014 | 3/31/2014 | 2 thdraw | thdrawal Non-adjus | NULL | NULL | MULL |
| Т | ind instituting contractions are calcolours in part of participation and for formunity lightly | đ | Oppen | 1/28/2014 | NULL | $\overline{}$ | NULL | NULL | NULL | MULL |
| T | Fallprook Hospital Lorpowaldm, dry a rainofour propries, Community research systems, may an exempting research | 1 | Closed | 1/29/2014 | 4/11/2014 | 1 | smissal Non-adjusta | NULL | NULL | MULL |
| T | ND COMPLETE PERSONNEL LOGISTIKS, INC., A JUINT EMPLOTER | 5 3 | Total C | 1/20/2014 | 3/25/2014 | 3 shdraw | thdrawal Non-adites | NOLL | NOLL | MULL |
| 1 | /a McDonald's and McDonaid's Corp as Joint and Single employer | 5 6 | 2000 | 1/31/3014 | A/28/2014 | 7- | Antholesucal Adjuste | MURI | NULL | NOLL |
| 02-CA-121635 Riverbay Corporation | Riverbay Corporation and Marion Scott Real Estate Inc. John Employers | 5 | LINDSEG | A STATE OF | 7/20/2007 | ~ | The second secon | T I I | - III | MINI |
| AT Personnel and Su | mmit Casing Equipment, joint employers | 3 | Crosed | 2/3/2018 | #102/1C/C | | al Moll-augus | | 1 | |
| 08-CA-121828 Warren Fabricating a | and Machining and Industrial Labor, Inc., Joint Employers | ₫ | Closed | 2/4/2014 | CT07/87/c | | THE PROPERTY OF THE PARTY OF TH | NOTE: | NO. | 100 |
| Security Walls, LLC & | Allied Barton Security Services LLC as Joint Employers | ర | Closed | 2/10/2014 | *107/// | | informal Settlemen | MOLL | NOTE. | MORE |
| 29-CA-122256 The Gretsch Condom | The Gretsch Condominiums and Akam Associates as Joint Employers | ర | Closed | 2/10/2014 | 2/12/2014 | | Withdrawal Adjuste | MULL | NOUL | MORE |
| | ttion Services, single and/or joint employer with MTR Western | ঠ | Closed | 2/18/2014 | 6/30/2014 | \neg | Withdrawal Adjuste | MULL | MULL | MOLL |
| Г | HOTEL AND THE HOSPITALITY INC. AN AFFILIATE OF THE PROCACCIANTI GROUP, AS JOINT EMPL | ర | Closed | 2/18/2014 | 2/13/2015 | 3 Inform | Informal Settlemen | MULL | NULL | NULL |
| | the Condition Indiana III are lother francheses | 2 | Closed | 2/18/2014 | 10/16/2014 | 2 Inform | al Settlemen | MULL | NULL | NULL |
| | LINC LOGISTICS and Swift Stating Indiana, LLC as Joint Employers | 5 8 | Clarend | 1100/001c | 5/18/7016 | | Mithdrawal Adjuste | MMI | NULL | NULL |
| 32-CA-122787 TAYLOR FARMS PACI | FIC. INC ABEL MENDOZA, INC., SLINGSHOT CONNECTIONS, LLC, TAYLOR FARMS PACIFIC, INC. ANI | đ | Closed | 2/18/2014 | 5/18/2016 | 3 Mitnor | awal Adjuste | MULL | MULL | שאני |

| 1,1,2014 1,1,2015 1,1,2016 1,2,2,1,2014 1,2,2,2,2,2,3,3,4,2,3,4,2,3,4,2,3,4,3,4 | Closed C | 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 | Mack Industries, Inc., Mack Concrete, Inc. Mack Aeration Company and Mack Yealt Company, Joint Employers Mack Industries, Inc., Mack Concrete, Inc. Mack Aeration Company and Mack Yealt Company, Joint Employers Concrete Company, Joint Employers Concrete Co., Inc. d/Join McOcalate as Joint Employers Concrete Co., Inc. d/Join McOcalate as Joint Employers Automotive Co., Inc. d/Join McOcalate as Joint Employers Concrete Co., Inc. d/Join McOcalate as Joint Employers Automotive Co., Inc. d/Join McOcalate as Joint Employers CENTIVE MANAGEMENT LLC. a McDONALO'S Extension Care Center, a single and Joint Employers CENTIVE MANAGEMENT LLC. a McDONALO'S Extension Care Center, a single Employers CENTIVE MANAGEMENT LLC. a McDONALO'S Extension and Concrete Concrete Machine Machine Action To Care Laurenting Inc., and Service Indentity Solutions. Inc., and McDONALO'S LLC. as Joint Employers CENTIVE MANAGEMENT LLC. a McDONALO'S Extension and McDONALO'S LLC. as Joint Employers Mask Restaurants LICLEGE McDONAR'S & McDONALO'S Extension and Concrete Concrete Machine McDoNAR'S & Co. Inc., a McDONAR'S McDONAR'S Machine McDONAR'S McDO |
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| | Disset Closed C | 8 | Ployers As Joint General As Joint General CIFC, INC. AN CIFC, INC. AN TO FORT A TER EC |
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| ild's Franchisse and McDonald's USA, LLC, Joint Employers | 5 | Open | 6/24/2014 | NULL | _ | NOLL | MULL | NULL | NULL |
|--|----------|---------------------|--|--|----------|--|-----------|------------|--|
| Jackson Hospital Corporation d/b/a Kentucky River Medical Center, Community Health Systems, Inc., and/or Communi | 5 5 | Closed | 6/25/2014 | 4/14/2016 | 2 Mith | Withdrawal Adjuste | MULL | MULL | MULL |
| cDonalds & McDonalds USA LLC as Joint/Single Employer | 5 3 | Dayon C | 6/25/2014 | MIII | _ | ARII I | NITE | NING | NULT |
| | 5 8 | C C C | 67.204.2014 | 190CLE | 2 Semai | Monte and March | MILL | MINI | MILL |
| 106-20 Shorefront Realty LLC, 107-10 Shorefront Realty LLC, 1 Beach 105 Realty LLC and Alma Realty Corp., as Joint Em | ర | Closed | 6/27/2014 | 8/12/2015 | т | ssai Non-adjusta | MOLL | MOLE | MOLL |
| | ర | Closed | 6/27/2014 | 8/29/2014 | \neg | thdrawal Non-adjus | NOLL | NOLL | MOLL |
| Feneranza Community Services and SouthEast Personnel Leasing, Inc., a joint employer | ర | Closed | 6/27/2014 | 9/12/2014 | \neg | drawal Adjuste | NULL | NULL | MULL |
| CENTER POINT RIPEMENS SOUTHONS LLC AND HTS MIXING, LLC AS JOINT OR SINGLE EMPLOYERS | ర | Closed | 6/30/2014 | 8/21/2014 | 3 ika | ismissal Non-adjuste | NULL | NULL | MULL |
| Series for the feet in the district Cases of Commences Handlib Contains for and for Commences Marie Modern Profession | 2 | Onen | 5/30/2014 | MULL | 2 | NULL | NULL | NULL | NOLL |
| WEDNET CETTER OF THE STATE OF T | i : | | 210000 | 2100/100/2 | 6 | Discontinued & discounted | 1113 | 1117 | 44111 |
| Devera Management, Inc. & Inc. Solnato's Frankritisee, and Inc. Contains S Cont. Lice, Joint Linguistics | 5 | Target and a second | 112020 | of and money | t | | | | 1 21 21 2 |
| MAZT Inc. a McDonald's Franchisee and McDonald's USA, LLC, Joint Employers | ర | Open | 7/1/2014 | MULL | m) | NULL | MULL | NOCE | MOLL |
| TANDER CAPACION INC. ABOUT ABOUT A SUINCENDE CONNECTIONS LIC TAYLOR FARMS PACIFIC INC. AND | ð | Closed | 7/1/2014 | 5/18/2016 | 3 With | Withdrawal Adjuste | NULL | NUCL | NOLL |
| | | | 4120000 | 3100/40/4 | г | nichamal Catalaman | MINI | MINI | MIII |
| ation and Regulation of Hemp, THCF, and Presto Quality Care Corporation, as single Employer | 5 | Cosed | 2707/7// | C102/91/1 | 7 | I I I I I I I I I I I I I I I I I I I | MOLE | 1000 | - |
| .c. d/b/a McDonald's & McDonald's Corp., as Joint and Single Employers | ర | Closed | 7/2/2014 | 4/14/2015 | Z jismi | ismissal Non-adjuste | MULL | NULL | MOLL |
| a 4th fa Merboardel's Retronald's Corn. Joint and Single Employers | - చ | Closed | 7/2/2014 | 4/14/2015 | S SSE | samissal Non-adjusts | NULL | NULL | NOLL |
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| een and Veritas Incare, LLC, Joint Employers | 5 | Consen | 1377074 | A44 344 6044 | 7 | The state of the s | | | |
| Alsecunty Service, Inc. and Total Armoned Car Services, Inc. (Joint Employers) | _ ჟ | Closed | 7/7/2014 | 9/24/2014 | 2 Ithdi | thdrawal Non-adjus | MULL | NOL. | NOLL |
| Environment District Commonweals B. At Wheel Descended Services as Injust Employees | ర | Gosed | 7/7/2014 | 12/2/2014 | a chd | thdrawal Non-adjus | NULL | NOCE | NOLL |
| The second secon | | Į | 2/0/2014 | [HIM] | r | 14118 | MIII | | Mili |
| Company, A McDonald's Franchisee, and McDonald's USA, LLC as Joint Employers | 5 | n N | ******** | TOTAL STATE | ┱ | 2000 | 370 | - | |
| and Little Books Little Films LLC. Joint Employers | ර ර | Closed | 7/9/2014 | 7/14/2014 | 3 thdr | thdrawal Non-adjus | NOLL | NOLL | MULL |
| Cont. Comments of the action and Breat Contest Fortunes of he Cartes and the Contest of the American | 2 | Closed | 7/9/2014 | 9/30/2014 | 3 Ismi | Ismissal Non-adjusti | NULL | NOLL | NOLL |
| 100 | | | a feet from | +0/24/2044 | т | Accord blan adims | | Martin | MILL |
| 익 | 5 | Closed | //10/2014 | 10/24/2014 | т | Indiawai Non-adjus | MOLL | HOLE | NO. |
| (3) Mr | 5 | Open | 7/11/2014 | NULL | m | NULL | NULL | MULL | NULL |
| ij | | 1 | a dead from a | | , | | | 3730/3016 | 14100 |
| FALCON TRUCKING, ELC and RAGLE, INC., A Single Employer and/or Joint Employers | S | obcu | //11/7014 | MOLE | ┪ | MOLL | MOLL | 5102/51/6 | WALE . |
| same danish Comission and for half of halfarmile on Contract for Indocessions - House Care as a Infall of Single Employee | ర | Closed | 7/11/2014 | 8/20/2014 | n Indi | hdrawal Non-adjus | NULL | MULL | NULL |
| | | | 7/10/2004 | ATACIACIA | 4 | shotrancel Mon. adding | MINI | 1919 | SITE |
| New Health Services and/or MCFI Milwaukee Center for Independence, as a Joint or Single Employer | ð | Closed | //11/2014 | 8/20/2014 | т | awai Non-adjus | MOLL | HOLL | MORE |
| The second secon | 2 | Closed | 7/14/2014 | 6/8/2016 | 2 With | Withdrawal Adjuste | MUL | MULL | NULL |
| Detroit Free Press and Detroit Newspaper Partnership, L.P. John Employer | 5 : | curren | | a to be and | т | 1000 | 2000000 | 20071073 | ANTIL |
| The Detroit News and Detroit Newspaper Partnership, L.P., Joint Employer | ð | Closed | 7/14/2014 | 6/8/2016 | П | drawal Adjuste | 8/12/2013 | 01/07/16/6 | MORE |
| Management and all the Commence Management and sold strangement with the | 2 | Closed | 2/15/2014 | 8/29/2014 | 3 lthde | thdrawal Non-adjus | MULL | NULL | NULL |
| and louis conductor with | , | | | | ŀ | | 3 2 4 | 11111 | Miff |
| erating Co., II, LLC d/b/a Newington Care Center, a single and joint employer with HealthBridge N | 5 | Closed | 7/15/2014 | 9/30/2014 | "] | awai Non-adjus | MOLL | MULL | MOLL |
| the second secon | 2 | Theed | 7/15/2014 | 11/7/2014 | 2 Ismi | ismissal Non-adjuste | MULL | NULL | NULL |
| Michonald's and Incidentals Cost Litt, as a single or joint employer | 3 | 2000 | the south of the | | ۳ | | | 1000 | 11014 |
| Bise Enterprises, 4/3/5 McDonatch, and McDonald's USA LIC, as a single or joint employer | 5 | Closed | 7/15/2014 | 9/29/2014 | Z Jihok | Indrawal Non-adjus | MULL | MULL | MOLL |
| | ١ | o o o | 2/15/2014 | Milii | ^ | ININ | MUNI | NULL | NOLL |
| Sanders-Clark & Co. c/b/a McDonalds & McDonalds USA LLC as Joint Employer | 5 | | 2107/01/ | 1000 | | | | | |
| Conduct & Cond Date McDonalds & McDonalds USA LLC as toint Employer | ර ර | Open | 7/15/2014 | NULL | 2 | MULL | NOT. | NULL | MULL |
| | ; | 1 | atter tones | 2000 | ۲ | omen's Catalannan | 418.98.1 | IIIN | Mili |
| C. MACK CONCRETE, INC., MACK AERATION COMPANY AND MACK VAULT COMPANY, JUSTIN EMP | 5 | Closed | *107/01// | 1/1/2010 | + | THE PROPERTY OF THE PARTY OF TH | 130 | | |
| Monthers Chin College Prenarators School Terrescity of Cleveland Prenaratory School and ICAN Schools. Joint and John | <u>ქ</u> | Open | 7/17/2014 | NULL | m | NULL | NOLL | MULL | MULL |
| | | | The state of the s | 2000000000 | ۲ | and Capping | 1 7 7 7 | 11117 | -11179 |
| Preparatory School; University of Cleveland Preparatory School; and ICAN Schools, Joint and/ol | 5 | Closed | 1/1//2014 | 17/30/7018 | ₽ | HIDRING SCHEREN | MOLE | TOOK . | 3300 |
| a de la constitución de la Constitución de la Carte de la Carte de Carte de Carte de la Carte de Carte | ΓA | Clocked | 7/17/2014 | 12/23/2014 | = | hdrawal Non-adius | WULL. | NOLL | NULL |
| | į | 1 | Treetoote. | 100/0/01 | 2 lehebe | holesund Non-articut | MAN | | NULL |
| Donald's Restaurants McDonald's USA LLC as Joint/Single Employer | 5 | CROSEG | 1/ TO/ 5074 | ייין על בינים | 4 | enfor more | | | |
| a McDonalds Franchisse & McDonalds USA, LLC as Joint Employers | ð | Ореп | 7/18/2014 | NUCL | 2 1 | NULL | MULL | MULL | MOLL |
| and the second control of the second | 2 | Chead | 2/21/2014 | 9/8/2014 | 3 thda | shdrawal Non-adius | NULL | MULL | NOLL |
| Nevada Corporation d/b/a Michonalds @ 420 E. Capitol D. & 5205 W. Forth on Last Ave. and incomplete content, 42 e.s. | , | | | 2/2/2020 | т | | 1 | 11117 | Allili |
| ices, Inc. and GSM Transportation, LLC, Joint Employers | ర | Closed | 7/23/2014 | 5/6/5/015 | 7 1110 | nrormal settlemen | MOLL | MORE | TOOL OF THE PERSON OF THE PERS |
| A CALIFOR INC. A IDINT CARD OVER | Z. | Closed | 7/23/2014 | 9/9/2014 | 3 isaii | ismissal Non-adjuste | MOLL | NULL | NULL |
| DAD TOTAL SOUND, INC., A JUIN EINTEOTER | 1 | | | and the second | т | | | 1 1 1 1 1 | MINI |
| nc. and Vista Grande Catering. LLC. Joint Employers | <u>ა</u> | Closed | 7/24/2014 | 10/28/2014 | 3 Indi | Thdrawal Non-adjus | MULL | MULL | MOLL |
| Interest of the state of the st | 5 | Doctor | 2728/2014 | 4/3/7014 | 2 khdr | thdrawal Non-adius | MULT | MULL | NULL |
| E | 5 | CHOSEG | 207627 | and to to | | | | | 01616 |
| of /b/a McDonald's A Franchisse of McDonald's USA, LLC and McDonald's USA, LLC, Joint Employ | ර ර | Open | 7/29/2014 | NOLL | m | NOLL | MOLL | MULL | MOLL |
| the state of the s | 2 | Closed | 7/29/2014 | 5/26/5015 | 3 With | Withdrawal Adjuste | MULL | MULL | NOLL |
| Queens Ballpark Co., LLL and First Quality Maintenance, Lr. 0/0/a runerte dunum 351 vacs, Lt., and Linguistic | | | 100,000 | 2010000 | 7 | described by the second | 1 | 111111 | |
| r. Donald's, A McDonald's Franchisee, and McDonald's USA, LLC, Joint Employers | ర | Gosed | 7/30/2014 | 3/3/201b | _ | Withdrawal Adjuste | MULL | MULL | TOOL STORY |
| 1 at the terminal of the Committee Committees and Manhouse 1908 110 (1919) From Country | ٦٩ | Closed | 7/30/2014 | 3/3/2016 | 2 With | Withdrawal Adjuste | MULL | NULL | NULL |
| U/U/a mcDonalo s, A mcDonalo S naminose, and incomess a cost control property | | | a feed from | * 100 / 100 81 | | attach January and Authorities | 1 1 1 1 1 | 1 111111 | MILL |
| sa Skilled Nursing Center and Thekkek Health Services, Inc., Joint or Single Employers | 3 | Closed | 1/30/2014 | £102/97/2 | | Alfamal Puluste | 1000 | 1 | 770 |
| becaused of Basesons for Africa Basesons Community Housies Community Health Systems. Inc., and/or Community Heal | ర | Closed | 7/31/2014 | 5/11/2017 | 2 thdr | thdrawal Non-adjus | MULL | MULL | MOLL |
| | 2 | Obresid | 8/1/2014 | 4/14/2016 | 2 Javieh | Withdrawal Adjuste | MINIT | NULL | NOLL |
| Jackson Hospital Comporation d/D/a Kentucky River Medical Center, Community nearth systems, inc., analysis Community | 5 | No. | 200100 | and the state of t | т | | | | 1 11 11 11 |
| Ouslin Investigations, Inc. 475/a Ol Security Services and Coastal International Security, Inc. as Joint Employers | ర | Closed | 8/1/2014 | 9/30/2014 | 3 thdr | Indrawal Non-adjus | WALL | MULL | MOLL |
| and to be a second at the second and the second second second second second | C. | Onen | 8/4/2014 | NULL | m | NULL | MULL | NOLL | NULL |
| - Land | | | | 11001001 | , | Constituted filters and in section | 1892 | Milita | |
| BLUE HILLS HEALTH & REMABILITATION CENTER, ILC/CHESTNUT HEALTH AND REHABILITATION GROUP, INC., AS A JOHN | 5 | Closed | 2/4/2014 | \$7.207.201.5 | ۳ | Soul later majorate | True h | 1400 pt | ****** |
| Constallism Automorise 115A 115 and Lalov Group, Inc., John Employers | _ ქ | Closed | 8/5/2014 | 8/5/2016 | 3 Info | nformal Settlemen | NULL | NULL | NOLL |
| the case and the case of the c | | Passal | 9/01/3014 | 9/26/2014 | 3 With | Withdrawal Adjuste | MULL | NULL I | NULL |
| RAR MARKETING / PRODUCTION AS JOHN EMPLOYERS | 3 | CACAC | PATOT (C 10 | 274074044 | т | 200 | | | |
| toware Boosts, 196 S. K. Lar. 4(B.) a McDowald's D. McDowald's Corn. as toking and Single Employers | ర | Closed | 8/6/2014 | 4/27/2015 | | ismissal Non-adjusti | MULL | NULL | NULL |
| | | | a to the to | 4746/2014 | a front | fronteen Non-admen | MINI | ==== | MULL |
| On Site Personnel, LLC and Phillips Foods, Inc. as Joint employers | s | 2000 | 9,00,00,0 | of toy toy | т | 100 000 1000 | | | ****** |
| Annual de Franchisco and McDonalds USA, LLC as John Employers | <u>ජ</u> | Open | 8/7/2014 | MULL | 2 | NULL | NULL | NOLL | NOLL |
| The state of the s | | Count | A100747B | 4/27/2015 | 2 kmi | iconiccal Non-adiusta | MULT | NULL | NULL |
| Inc. d/b/a McDonald's, A mcDonald's Franchises, and mcDonald's USA LLS, mais any any and the | 5 | Charge | 0/1/0401 | Aleri base | т | | | 10004 | 41010 |
| ASSET PROTECTION AND SECURITY SERVICES, LP/AHTMA TECHNICAL SERVICES, INC., A JOINT EMPLOYER | ర | Closed | 8/6/2014 | \$0/30/2014 | E 2 | Smissal Non-adjusti | MULL | HOLL | 11000 |
| to an example of a distribution of the first first of the forest of the first | Ž, | Open | 8/8/2014 | MULL | 2 | NULL | MULL | NULL | NULL |
| (U) a multipliation of recommendation and account of the second | | | A I A CT & LO | TH INN | , | NIII | MULL | NOLL | NOIT |
| Sanders-Clark & Co. d/b/s McDonalds & McDonalds USA LLC as Joint Employer | 5 | oben | #707JD/9 | INAFF | • | HOLE | - | - | |
| the decree and the Dear and the second state of the second | 7.7 | - Green | 8/8/2014 | MULL | 2 | NULL | NUL. | MULL | NULL |
| Sanders-Clark & Co. d/b/a McDonalds & McDonalds USA LLC as Joen/Employer | 5 | nean | D/ 0/ 1014 | mon | 1 | Hotel | A COUNTY | | |
| Sanders Clark & Co. of http://www.https://www.cartorke.co. | 5 | Open | 8/8/2014 | NULL | 7 | NULL | MUL. | NULL | NULL |
| לען פו זיוניבינים ומוניבין ומוניביין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניביין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניביין ומוניבין ומוניבין ומוניבין ומוניביין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניבין ומוניביי | | | | | ľ | Pol () | | 14144 | - IIIN |
| b/a McDonatds & McDonalds USA LLC as Joint/Employer | ర | Open | 8/8/2014 | NOLL | 2 | MULL | NOLL | MULL | MOLL |
| | | 2000 | 4406/0/0 | 1000 | 2 | MILLI | MILL | NULL | MULL |
| Sanders-Clark & Co. d/b/a McDonaids & McDonaids USA LLC as Joint/Employer | S. | Open | 8/8/2014 | MOCE | 7 | MULL | MULL | MORE | 11000 |
| | 5 | Checoal | ALUC/11/8 | 13/18/2015 | 3 Info | Informal Servicemen | NUL. | NULT | NULL |
| and My Ciright, Inc., Joint Employers | 5 | 2000 | 2007 | cross for far | ٠ | | | | |
| Communities of his Falthrook Heantal Community Health Systems, Inc., and/or Community Health 9 | 3 | Open | 8/14/2014 | NOLL | m | MULL | MULL | NULL | MULL |
| | , | | 44000 | SINCIPLE | _ | Continuos | 100 | MILL | IIIN |
| alty. LLC: Pontchartrain Detroit Hotel, LLC, Equity Hospitality Management Co.; Joint Employers d | ð | Closed | 8/14/2014 | 2/2/2010 | s anto | informal settlemen | MOLL | MOLE | MOLL |
| if the Adabase Merbonald's Corp. as Joint and Single Employers | ර ර | Closed | 8/19/2014 | 11/21/2014 | 2 thdr | thdrawal Non-adjus | NULL | NULL | MULL |
| James Booth-JKS & K, Inc. d/b/a McDonald's & McDonald's Corp. as Joint and Single Employers | _ গ | Closed | 8/19/2014 | 11/21/2014 | Z Khar | awal Mon-adjust | NOCE | אטנו | - |
| | | | | | | | | | |

| 3 informal Settlemen 2 NULL 2 thdrawal Non-adjus 3 NULL 3 NULL NULL |
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| 12/18/2015 3 Informal Settlemen NULL NUL |
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| Falcon Indexing, Lt. and Rage, inc. A single striptoyer and/or own, unprojets. |

| | Parts booten-to a. In Financia employer with Dispulle, Inc. of Dispulse Destruction Center Pakes, Inc. as Joint and/or stagle employer with Dispulle, Inc. of Dispulse Destructe Destructe Care Center Rice Enterprises, LLC, a McDonald's Franchisee, and McDonald's USA LLC, Ioint Employers | 5 ব ব | Closed | 10/27/2014 | 102/12/01 NULL | 3 Compliance w/80 | | 7/20/2015 NULL | NULL |
|---------------------------------|--|----------|----------------|--------------|-------------------|------------------------|-----------|-------------------|---------|
| | , LLC, a McDonald's Franchisee, and McDonald's USA LLC, Joint Employers | ర | Open | 10/27/2014 | NOCE | 3 NULL | | NOCT | MULL |
| | | ŀ | | NOC/OLIVE | | | | | |
| | PANIES AND AKAM LIVING SERVICE AND THE PRINTING HOUSE WEST VILLAGE, AS JOINT EMPLOYERS | ð | Closed | arnz (gz /nr | 8/28/2015 | 1 Dismissal Adjusted | NULL NULL | NACE | NULL |
| | Premier Health Care Management, Inc. and Cherrywood Nursing Home, Joint Employers | ర | Closed | 10/29/2014 | 10/14/2015 | 3 Informal Settlemen | Ĺ | NOLL | MULL |
| | rises d/b/a McDonaid's & McDonaid's Corp. as Joint and Single Employers | 5 | Closed | 10/30/2014 | 1/14/2015 | 3 thdrawal Non-adjus | | NUCL | MULL |
| П | rises d/b/a McDonald's & McDonald's Corp. as Joint and Single Employers | ర | Closed | 10/30/2014 | 1/14/2015 | 3 thdrawai Non-adju | | NULL | MULL |
| ľ | ement LLC d/b/a McDonald's and McDonald's USA, LLC as joint or single employer | ర | Closed | 10/31/2014 | 11/21/2014 | 3 chdrawal Non-adjus | S NULL | NOLL | MULL |
| 01-CA-140161 MEALTHBRIDGE | MEALTHBRIDGE MANAGEMENT, LLC, and 107 OSBORNE STREET OPERATING COMPANY II, LLC D/B/A DANBURY HEALTH | ర | Closed | 10/31/2014 | 11/2/2015 | 3 Withdrawal Adjust | MULL | NULL | NULL |
| 19-CA-140130 Stekor Energy LI | IC, Stekor Energy Corp., and Solar Plus, LLC, Joint Employers, and/or Single Employer, and/or a Single | 5 | Closed | 11/3/2014 | 5/20/2015 | 2 Informal Settlemen | NULL | NOLL | NULL |
| 19-CA-140250 Stelcor Energy L | LC, Stekor Energy Corp., and Solar Plus, LLC, Joint Emloyers, and/or Single Employer, and/or a Single in | ర | Closed | 11/4/2014 | 5/20/2015 | 2 Informal Settlemen | _ | NULL | NULL |
| 16-CA-140455 Torque It Up, LL | Torque it Up, LLC and North American Tubular, LLC Joint Employers. | ర | Closed | 11/4/2014 | 2/12/2016 | - | 1 | NULL | MULL |
| 28-CA-140413 Ultimate Staffing | Ultimate Staffing Services Sunrun, Inc. as Joint/Single Employer | ර ර | Closed | 11/5/2014 | 12/23/2014 | 3 thdrawai Non-adju | | NOLL | NULL |
| 15-CA-140851 Century Manage | Century Management LLC d/b/a McDonald's and McDonald's USA, LLC, Joint Employers | ర | Closed | 11/12/2014 | 3/24/2017 | *+ | MULL | 4/21/2016 | NULL |
| Г | COLUMBIA SUSSEX MANAGEMENT, LLC D/8/A MINNEAPOLIS AIRPORT MARRIOTT AS A JOINT EMPLOYER WITH HOSPIT | গ | Closed | 11/12/2014 | 10/20/2015 | | | NULL | NULL |
| Г | MARRIOTT AIREORT AS A JOINT EMPLOYER WITH HOSPITALITY STAFFING SOLUTIONS | ర | Closed | 11/12/2014 | 12/1/2014 | | | NULL | NULL |
| Г | neral Construction Company, Inc., d/b/a, and/or joint employer/alter exc/distuised continuance of RUS | 3 | Closed | 11/12/2014 | 8/20/2015 | 3 thdrawal Non-adjus | | NUL | NULL |
| Т | TOTAL SECURITY CONTRACTOR CONTRAC | 5 | Open | 11/14/2014 | NOUL | 2 NULL | NULL | NOU | NULL |
| Τ | THE STATE OF THE S | íđ | Closed | 11/17/2014 | 11/21/2014 | 3 shdrawal Non-adjus | | NULL | MULL |
| Т | MAGEINER LICE 0/0/8 MCDONGLO 3 MCCONGLO 3, CSC, CC AS JOINT ON MICHAEL CO. | 5 8 | Clocad | 11/13/2014 | 12/3/2014 | - | | NEILI | MILL |
| Т | mployers | 5 8 | Closed | 11/10/1014 | 7/3/2014 | 4 | | NIII. | 1100 |
| T | Rice Enterprises d/b/a MicDobald's and MicDobald's U.S.A. as a joint of Stigle employer | 5 3 | Description of | 41/10/2014 | 11/20/2016 | 2 Informal Catalaman | NI II | TIN I | MILL |
| Т | Comprehensive Services for the Developmentally Ustabled, Mr. and Allied Human Services, Inc., John Employers and/or | 5 8 | Closed | 11/23/2014 | 21/20/2012 | | | TION IN | MILITA |
| Ī | LC and Alked Barton Security Services, LLC, Joint Employers | 3 | Closed | 11/22/2014 | 4/24/2013 | | | NULL | MOLL |
| П | McDonald's, LLC as joint or single employers. | ঠ | Closed | 12/2/2014 | 1/9/2015 | | | NOLL | NULL |
| IS-CA-142042 CENTRIC PIPE LL | C AND JEAN SIMPSON PERSONNEL SERVICES INC., JOINT EMPLOYERS | đ | Oosed | 12/3/2014 | 2/26/2015 | | | NOCE | NOU |
| | -Vend, LLC and Labor Network, Inc., as Joint Employers | రే | Closed | 12/4/2014 | 7/27/2015 | | | NOLL | NOU |
| B-CA-142149 DAVID REINERT, | DAVID REINERT, AS JOHNT EMPLOYTR OR SINGLE EMPLOYER WITH MCDONALD'S USA, LLC | ð | Closed | 12/4/2014 | 1/6/2015 | | | MULL | NULL |
| Γ | Hardee's Phase Three Star LLC, and Hardee's Restaurants LLC, as joint and single employers | 3 | Closed | 12/8/2014 | 12/18/2014 | 3 Ithdrawal Non-adjus | S NULL | NULL | NULL |
| Г | Seven, Inc.a McDonald's Franchisee, and McDonald's USA, LLC, Joint Employers | 3 | Closed | 12/8/2014 | 6/26/2018 | 2 Informal Settlemen | MULL | MULL | NULL |
| Τ. | McDoosto's and McDoostol's USA LLC as Single and Joint Errolower | ð | Closed | 12/8/2014 | 1/27/2015 | 3 thdrawal Non-adjus | NULL | NULL | NOIL |
| Т | and of the hand have and hand had been the fifth 110 or a baint or closely amplitude. | 2 | Cheed | 12/8/2014 | 2/25/2015 | 2 Abdrawal Non-adjus | NULL | NULL | MULL |
| Т | the property of the contract o | 1 | 1 | 13/8/2014 | 2/11/2016 | ~ | | NIII. | MILI |
| Т | MCDONAID Sale actualisms Submitted by Summer Simples | 5 5 | Cloud | 13/6/2014 | \$100/00/5 | 3 Informal Settlemen | | NEIE | MIII |
| Т | STEELED EINELBY LILL, STEELED EINELBY LILL, STEELED FILS, LILL, STEELED FILS, STEELED STEELED STEELED FILS, STEELED | 5 3 | Closed | 13/10/0014 | K/18/2016 | 4 | | ALILE | - IIW |
| Т | PACHE, INC., ABEL MEMUZZA, INC., SLINGSHUT CONNECTIONS, LIC., 1971, OR PALIFIC, 1991, AND | 5 | Diese C | 4707/00/27 | 3/10/2016 | 2 bhdeamat Man adir | l | 11111 | MIII |
| T | Danju Enterprises Inc. d/b/a McDonald's and McDonado's UsA, LLL, as Joint or Single Employee | 5 ; | Cosea | 102/11/2014 | 1102/2012 | 2 CHOLEMAN PURIT GUILD | | TO N | 1100 |
| 10-CA-142679 James Booth-JKS | James Booth-JKS & K. Inc. d/b/a McDonald's Camponald's Corp., as Joint and Single Employers | 5 | nedo | 12/11/2014 | NOU. | Z NOCE | | NOTE | 7704 |
| 10-CA-142719 James Booth-JKS | James Booth-JKS & K, Inc. d/b/a McDonald's & McDonald's Corp., as Joint and Single Employers | 5 | Closed | 12/11/2014 | 7/17/2015 | Z rudrawai Non-adjus | | NOT | MOTE |
| ╗ | Patco Enterprises, Inc. d/b/a McDonalds & McDonalds Corp., as Joint and Single Employers | 5 | Closed | 12/11/2014 | 2/19/2015 | S triciawai non-aciju | MOLL | NOLL | MULT |
| ╗ | McDonald's, as Joint or single employers | 5 | Closed | 12/12/2014 | 2/13/2012 | 7 | | JON | MORE |
| 15-CA-142727 McDonald's, as j | McDonald"s, as joint or single employers | ర | Closed | 12/12/2014 | 1/16/2015 | _ | | NULL | NOLL |
| 28-CA-142773 Redi Solutions LL | | ర | Closed | 12/12/2014 | 7/7/2015 | ~ | | NOCL | NULL |
| 01-CA-142890 RP PROVIDENCE | RP PROVIDENCE HR LLC D/B/A RENAISSANCE PROVIDENCE DOWNTOWN HOTEL AND 'TPG HOSPITALITY, INC., AN AFFIL | ర | Closed | 12/15/2014 | 2/17/2016 | 3 Informal Settlemen | | NULL | NULL |
| D2-CA-142858 Washington So. | Southeast Apartment, INC. and Metro Management as Joint Employers | ర | Closed | 12/15/2014 | 4/5/2018 | 1 Informal Settlemen | | NULL | NOLL |
| Г | Providence Sacred Heart Medical Center and Children's Hospital/Inland Imaging LLC, Inland Imaging Business Associate | ర | Closed | 12/16/2014 | 6/1/2017 | 2 Withdrawal Adjuste | | NULL | NULL |
| Т | | _ ქ | Closed | 12/16/2014 | 2/4/2015 | 3 Withdrawal Adjuste | | MULL | NULL |
| | ALL COUNTY BUS, LLC and TRANSPORT LOGISTICS GROUP, LLC, JOINT EMPLOYER | ర | Closed | 12/17/2014 | 5/27/2015 | 3 ismissal Non-adjust | | NULL | NOCT |
| Γ | All County Bus, LLC and Transport Loeistics Group, LLC, Joint Employer | ర | Closed | 12/17/2014 | 5/22/2015 | | Ļ | MULL | NALL |
| T | PMA 11C. a McDonald's Franchisee, and McDonald's USA LLC. loint employers | 5 | Closed | 12/17/2014 | 5/30/2018 | | L | MULL | NOCC |
| T | and Isonar Entertainment as a Joint Employer | 3 | Closed | 12/17/2014 | 4/28/2015 | 3 Withdrawal Adjuste | NOCT | NULL | NOLL |
| T. | DAME BEINGT AS JOHN FAME OF SINGE FAME OVER WITH MICHONALD'S USA. LLC | 3 | Closed | 12/19/2014 | 1/6/2015 | - | L | NULL | MOLL |
| 1 | The Western and March Star Petroleum Loint Employers | S | Closed | 12/19/2014 | 4/15/2016 | $\overline{}$ | | NULL | NOLL |
| 20 Ca 143166 Nobe Construction | Action for an and the first forest series from a single employer and for alter sen and for inite employer | 2 | Closed | 12/19/2014 | 8/17/2015 | _ | | NUCL | MULL |
| Т | dry, and fall terms constructed by the control of t | 1 | Chosed | 12/19/2014 | 1/2/2015 | 7 | L | NUCL | MULL |
| Ţ | TONE DOLLARD STATES AND STATES TO THE STATES AND STATES | 2 | Closed | 12/19/2014 | 8/11/2015 | т | L | NULL | MULL |
| SO CA 442277 Chambellan for the | of parameters and management above, your conference of the Composition as gingle and/or in | 4 | Open | 12/22/2014 | NOLL | 2 NULL | NOTE | NULL | MULL |
| Т | STATE OF THE STATE | 2 | Clocked | 12/23/2014 | 9/5/2017 | 2 khdrawai Non-adius | L | NOCT | NULL |
| Т | ALUXAMLU S'ERAM' MISCO, MAU MULONALU S'OSC, CC., AUMI EMPLOTER | 5 2 | Decor. | 13/03/3014 | 2/11/2015 | 2 Michdeanna Admen | | NISI | MILLIA |
| Т | Metro Management and Masayk Lowers Corps, Joint Employers | 5 8 | Closed | 4702/57/57 | CAUCION : | _ | L | WINT I | Milit |
| Т | prises d/b/a McDonaid's, and/or (2) Jo-Dan Madalisse, LTD, LLC d/b/a McDonaid's and (3) McDonaid's | 5 (| Coore | 47(24/2074 | 2711/2016 | т | | | MILL |
| Т | oup, LLC and Kennedy Wilson Properties Ltd. and MSG Services Group, Inc. 0/b/a briefit Sky Cleaning | 5 | Cosed | 12/31/2014 | 3/11/2013 | $\overline{}$ | | NI II | MILI |
| П | RISES LLC & Odyssey Foods of New York, Inc. 509 tast Main Street Bridgewater, 70 U6807 as John Empl | 5 | Coned | *102/16/27 | 4 Superior | _ | | 4000 | Print P |
| П | 200 5TL Holdings, LLC d/b/a Crowme Plaza Hotel St. Louis Downtown, Inner Circle Management, LLC, Inner Circle Invest | 5 | Closed | 2/2/2015 | 6/17/2015 | 3 WITHGRAWAN AGJUSTE | MOL | 2000 | MOLE |
| 15-CA-143890 Century Manage | ment, LLC d/b/a McDonald's and McDonald's USA, LLC as joint or single employer | 5 | uado ; | 1/3/2013 | MOUL | ļ | | 0,429,404.9 | 7000 |
| 02-CA-143955 FC Foley Square / | FC Foley Square Associates, LLC, and Pinnacle Managing Co., LLC, co-and/or Joint Employers | 5 | Cosed | 1/6/2015 | 4/28/2015 | _ | | TACE | MILITA |
| T | se Corporation d/b/a Tunica Roadhouse Casino, and BL Development Corp. d/b/a Harrah's Casino Tuny | 5 | Closed | 1/8/2015 | 10/6/2015 | т | | וויייליייי | note. |
| 15-CA-144108 Century Manage | Century Management LLC d/b/a McDonald's and McDonald's USA, LLC as joint or single employer | ర | Closed | 1/9/2015 | 8/28/2015 | 3 thdrawal Non-adjus | | 6/15/2015 | WUIT |
| OB-CA-144212 DHSC, LLC d/b/a | DMSC, LLC d/b/a Affinity Medical Center, Community Health Systems, Inc., and/or Community Health Systems Professi | ð | Open | 1/9/2015 | NULL | 2 NULL | NULL | NULL | WULL |
| 19-CA-144134 Stelcor Energy LL | C. Stekor Energy Corp., and Solar Plus, LLC, Joint Emloyers, and/or Single Employer, and/or a Single In | ð | Closed | 1/9/2015 | 5/20/2015 | 3 Informal Settlemen | NULL | NULL | NULL |
| Г | (1) Io-Dan Enterprises d/b/a McDonald's and/or (2) Io-Dan Madalisse d/b/a McDonald's and (3) McDonald's USA, LLC | ₫ | Closed | 1/12/2015 | 3/25/2015 | 3 thdrawal Non-adjus | Ļ | NULL | NULL |
| Г | AE Rosen Electrical Co., Inc. and Corepay, Inc. (Joint Employers) | _ গ্ৰ | Closed | 1/12/2015 | 2/13/2015 | 2 thdrawal Non-adjus | NULL | NULL | NULL |
| Τ | Sanders-Clark & Co., Inc., a McDonald's Franchisee, and McDonald's U.S.A., U.C. Joint Employees | 2 | Open | 1/13/2015 | NUEL | | L | NULL | NULL |
| Т | As take as single as about the second of the | 5 | 1 | 1/16/2015 | 3/13/3015 | photean | | I | |
| П | MACRONIAGO S. LLL, AS JOHN OF SINGE CONTROLLED | 5 5 | Charle | 100/01/1 | 2102/21/2 | | | 1000 | MILL |

| П | L | - | | | 4 2 4 5 4 5 4 5 | | | , , , , , | | |
|--|------------|---------------|---------|-----------|-----------------|-------------------------------|----------------------|------------------|-----------|--------------|
| 15-CA-144534 McDonald's LLC, as joint or single employers | 1 | 5 6 | Closed | 1/15/2015 | 2/13/2015 | 3 thdrawa | thdrawal Non-adjus | NOIL | NOCE | TODET. |
| 15-C4-44356 Michonaldy 1.LC, as ingligie of Joint employers. 15-C4-444356 Sylvoor sonse overse in a sets activities of the suincendral in Taylor Rebass society in a sail | 1 | 5 8 | Clored | 1/15/2015 | 5/13/2015 | 3 Merhetraue | Andrews Non-adjus | MILE | NIII | MILL |
| Т | ⊥ | 5 8 | Closed | 1/20/2013 | 2/10/2015 | 3 Photrawal | Photograph Appliance | NIII | NIII | MILL |
| Kivers Holding, Ltd., q/b/a McDonald S and McDonald S USA, LtL as a joint of single city. | | 5 : | Cooper | 2000/10/4 | 6/10/10/2 | т | Contamon Contamon | | 111111 | TI MI |
| Т | | 5 ; | Cosed | 1/21/2013 | 07077770 | 7 | Dect neurosu | NOT. | HOLE | MOLL |
| FedEx Corporation and Martin Logistic Express, as Joint Employers | 1 | 5 | Closed | 1/22/2015 | 6/9/2015 | _ | smissal Non-adjuste | NULL | NULL | MOLL |
| ī | 1 | 5 . | Cosed | 1724/2015 | 1/2/2015 | _ | CODIZEMBI NON-BIGIDS | MOLE | MOLE | NOCT |
| Т | | 5 i | 2036 | 1/23/2015 | 1/4/2018 | 3 Mithdraw | Withdrawal Adjuste | MOLE | MOL | MOLL |
| T | | 5 6 | Closed | 1/23/2015 | 1/20/2016 | _ | Withdrawal Adjuste | MOCE | MOLL | MOLL |
| ╗ | | 5 | Closed | 1/20/7015 | 6/10/201/ | 7 | Withdrawal Adjuste | MULL | MOLE | NOCE |
| Т | | 5 8 | Closed | 1/26/2015 | 3/30/2013 | C Character | thought non-adjus | PACALL AND IN | MOLL | MOLL |
| 1 | | <u> </u> | COSCO | 5107/277 | 2/20/2013 | _ | Color and Color and | Anter | MOD I | THOM: |
| Epig Systems and Osler, Hoskin & Harcourt, LLP, Joint Employers | 4 | 5 | Closed | 1/28/2015 | 9107/91// | - | Informal Settlemen | MOL | NOTE | NOTE |
| 2446 Food Service Corp. d/b/a McDonald's focated at 946 8th Avenue, New York, NY 100 | | 5 | Open | 1/29/2015 | MOLL | ž : | MULL | NGL | MULL | NOCE |
| П | | 5 | Open | 1/29/5015 | MUC | - | | NULL | MOU | MOLL |
| 27-CA-145543 Big White Wall Holdings, Inc. (BWW) and Mid-atlantic HR, Inc. (MAHR), Joint Employers | Ŭ | 5 | Closed | 1/30/2015 | 12/30/2015 | 2 Informal S | Informal Settlemen | NULL | NULL | MULL |
| Mohawk Plush Doors and Randstad, a single and/or joint employer | | 5 | Closed | 1/30/2015 | 2/9/2015 | 3 thdrawal | hdrawal Non-adjus | NULL | NULL | MULL |
| Т | | 5 | Closed | 2/2/2015 | 4/28/2015 | - | hdrawal Non-adjus | NULL | NULL | NULL |
| T | | | Clocked | 2/3/2015 | 4/13/2015 | - | thdrawal Non-adius | MULL | NORT | MULL |
| Т | Ļ | 1 | Closed | 2/3/2015 | 3/19/2018 | _ | Withdrawal Adjusto | MIII | NULL | MULL |
| T | \perp | 5 2 | 2000 | 2/2/2/2 | A/30/3015 | _ | Mon-adine | NIII. | T I I | MIII |
| D4-CA-145662 Trump Entertainment Resorts, Inc. Trump Entertainment Resorts Hoddings, L.F., Trump Flaza Association, L.C., Frump F | 1 | 5 2 | Coocea | 2102/6/2 | 2/30/2012 | Stability of the stability of | a delinera | PAIL II | 7701 | PAGE 1 |
| 1 | 1 | \ {\ | Closed | 5107/6/7 | 2/12/2010 | | מולחות אין | 1700 | MORE | TOTAL STREET |
| П | 1 | 5 | Closed | 2/3/2015 | 3/15/2018 | | M Adjuste | NOLL | NOCE | TANK |
| 04-CA-145687 Trump Entertainment Resorts, Inc. Trump Entertainment Resorts Holdings, L.P., Trump Plaza Association, (| | 5 | Closed | 2/3/2015 | 4/29/2015 | | Non-adjus | NULL | NULL | NULT |
| 04-CA-145695 Trump Entertainment Resorts, Inc. Trump Entertainment Resorts Holdings, L.P., Trump Plaza Association, LLC, Trump N | | <u>4</u> | Closed | 2/3/2015 | 3/19/2018 | | al Adjuste | MULL | NULL | NOLL |
| | | 5 | Closed | 2/3/2015 | 3/19/2018 | _ | al Adjuste | MULL | NOLL | NOLL |
| | | 8 | Closed | 2/3/2015 | 4/29/2015 | | Non-adjus | MULL | NULL | NULL |
| l | | Y. | Closed | 2/3/2015 | 3/19/2018 | - 1 | al Adjuste | MULL | NULL | NULL |
| Г | | ឥ | Closed | 2/4/2015 | 3/13/2015 | 2 [thdrawal Non-adjus | Non-adjus | NULL | MULL | NULL |
| Г | | L | Closed | 2/5/2015 | 2/26/2015 | | Non-adjus | NULL | MULL | NOLL |
| T | | ┞ | Oppur | 2/5/2015 | NOIT | 2 NI | 117 | NULL | MULL | MULL |
| T | | ł | Cheese | 2/07/0/2 | 2/04/2015 | 2 shdrawal | shdrawal Non-adias | MIII | MILL | MULT |
| (1) IO-Dan Enterprises of b/a McDonald s, and/or (2) JO-Dan Madalisse of b/a McDonald s | _ | + | 1 | 3/0/2015 | 4/14/1019 | т | conformation and | 1 | | MIEI |
| ┪ | | + | Closed | 279/2015 | 4/24/2018 | s innormal s | ettlemen | MOLE | non. | MULL |
| | 4 | + | Closed | 2/9/2015 | 1/13/2016 | 3 Informal 3 | ettiemen | MULL | MUL | MOLL |
| 18-CA 146328 OLD TOWNE GLASS COMPANY AND ITS ALTER-EGO SEE BEE GLASS INC. AS A SINGLE OR JOHNT EMPLOYER | WITH HUB P | + | Closed | 2/12/2015 | 3/18/2015 | ٠ | Non-adjus | MOLE | NOLL | MOLL |
| | 1 | + | Closed | 2/17/2015 | 2/22/2012 | 3 Indrawal Non-adju | Non-adjus | NUCL | NOCE | MOLE |
| RLT Corp. d/b/a McDonald's and McDonald's USA LLC as joint employer | | + | Closed | 2/18/2015 | 10/15/2015 | I Ismassai Non-adjus | on-adjuste | NULL | MOUL | MOLL |
| П | Ĭ | $\frac{1}{1}$ | Open | 2/19/2015 | NULL | - | 11 | NULL | 8/13/2015 | MULL |
| 15-CA-146647 Di Michele Enterprises, Inc. and McDonald's USA, LLC, as joint Employers | Ĭ | \dashv | Closed | 2/19/2015 | 7/24/2015 | 2 ismissal Non-adjust | | NULL | NOLL | WULL |
| П | _ | + | Closed | 2/20/2015 | 6/25/2015 | _ | on-adjuste | MULL | NOCE | MOLL |
| П | | + | Closed | 2/23/2015 | 4/15/2015 | - | al Aujuste | MULL | MULL | MOLE |
| П | | + | Closed | 2/24/2015 | 7/20/2015 | esemissa es | nsnipe-uo | MULL | NULL | NOLL |
| L. W. Prospect, Inc., a McDonald's Franchisee, and McDonald's USA LLC, Joint Employers | | + | Open | 2/24/2015 | MULL | _ | 111 | NULL | NOCL | MULL |
| 01-CA-147041 Strom Engineering of Florida, Inc. and Bath Iron Works Corp., a subsidiary of General Dynamics Corp., as Joint Employee | | 1 | Closed | 2/25/2015 | 6/11/2015 | т | M Adjuste | MULL | NULL | MULL |
| TAYLOR FARMS PACIFIC, INC., ABEL MENDOZA, INC., SLINGSHOT CONNECTIONS, LLC, TAY | ╛ | + | Closed | 2/25/2015 | 5/18/2016 | 3 Withdrawal Adjuste | at Adjuste | NULL | NOLL | MULL |
| Ī | | + | Open | 2/26/2015 | NULL | т | NOCE | MULL | MOLL | MOLE |
| | | + | Cosed | 2/27/2015 | 6/29/2015 | - | snipe-uol | MULL | MULL | MULL |
| 20-CA-147317 Golden Arch Enterprises, Inc., a McDonald's Franchisee, and McDonald's USA, LLC, as Joint Employers | | + | Closed | 2/27/2015 | 11/28/2017 | - | ettlemen | MULL | MULL | MOLE |
| П | | + | Closed | 3/2/2015 | 4/15/2016 | 7 | Adjusted | WOL. | NULL | NOLL |
| 19-CA-147381 Butte Hotels LLC & Butte Motels LLC, John employers d/b/a Butte Quaity inn & Suites | | + | Closed | 3/2/2015 | 4/5/2016 | 71 | a Adjuste | WOL. | NULL | NULL |
| | ŀ | + | Closed | 3/2/2015 | 5/30/2018 | 7 | ettlemen | MOL. | NOLL | NULL |
| 05-CA-147630 RATP Dev. McDonald Transit, LLC, d/b/a RDMI, LLC, and Midtown Personnel, Inc., d/b/a The Midtown Gro | | - | Closed | 3/4/2015 | 3/2/2016 | | ettlemen | MULL | NULL | NUI. |
| П | | \dashv | Closed | 3/5/2015 | 4/27/2015 | 7 | Non-adjus | MULL | NOLL | NULL |
| 15-CA-147655 Chandkaran, LLC, d/b/a Days Inn and Suites and Days Inn and Suites, as joint or single employer | Ĭ | + | Closed | 3/6/2015 | 11/20/2015 | т | ettlemen | NULL | NOLL | NULL |
| 31-CA-147711 Joint Employer 1 VSE Corporation John Employer 2 Prime Yech International, Inc. [P78] | Ĭ | × | Closed | 3/6/2015 | 5/27/2015 | т | Adjuste | NULL | NUL | MULL |
| 31-CA-147730 Joint Employer 1 VSE Corporation Joint Employer 2 Prime Tech International, Inc. (PTI) | _ | .s | Closed | 3/6/2015 | \$/27/2015 | 2 Withdrawal Adjuste | Adjuste | NULL | NULL | MULL |
| - 3 | | 5 | Closed | 3/6/2015 | 5/27/2015 | 2 Withdrawal Adjuste | al Adjuste | NULL | NULL | NULL |
| Г | | 4 | Closed | 3/9/2015 | 3/29/2017 | 3 Informal Settlemen | епрешен | NULL | NULL | MULL |
| 28-CA-147819 Synergy One Locating, LLC and Safe MarkX, LLC as Joint Employers | | <u> </u> | Open | 3/9/2015 | NULL | 3 MC | 11 | NULL | NUEL | MULL |
| CA-CA-147984 C. P. Resources also Contractors Labor Pool & True Blue Worldorce Solutions Inc. as Joint Employers | | ŀ | Closed | 3/11/2015 | 5/28/2015 | 2 Ismissal No | smissal Non-adjusti | NULL | NULL | NULL |
| Don Maruel and Employee Solutions, as joint Employers and/or a single Employer | | L | Closed | 3/12/2015 | 4/17/2015 | 3 khdrawal i | Von-adjus | NULL | NULL | NULL |
| Fd and Valerie Smith d/b/a McDonald's and McDonald's USA, LLC as Joint Employers | L | | Closed | 3/12/2015 | 4/6/2015 | 3 khdrawal Non-adjus | ton-adjus | NULL | NULL | MULL |
| TABLE INDICTRIAL SERVICES ILC D/R/A TERRA CONTRACTING SERVICES, ALTER-EGO AND/OR SINGLE-INTEGRATED | _ | L | Closed | 3/12/2015 | 5/4/2015 | 1 Withdrawa | I Adjuste | NULL | NULL | MULL |
| Three Burners LLC d/b/a McDonald's and McDonald's USA, LLC as joint or single Employer | Ļ | L | Closed | 3/16/2015 | 6/23/2015 | 2 thdrawal Non-adjus | Non-adjus | NULL | NULL | WULL |
| T. | | H | Closed | 3/17/2015 | 5/8/2015 | 3 Esmissal Non-adjusti | on-adjustr | NULL | MULL | NULL |
| Т | | H | Closed | 3/17/2015 | 4/27/2015 | +- | Non-adjus | NULL | MULL | NULL |
| Т | | | Closed | 3/19/2015 | 8/26/2015 | 2 ismissal Non-adjust | on-adjust(| NULL | NULL | MATE |
| Γ | | L | Open | 3/20/2015 | NULL | 3 NU | 1 | 12/2/2016 | 6/7/2018 | NOCT |
| Г | | | Closed | 3/20/2015 | 8/27/2015 | 3 ismissal Non-adjust | on-adjuste | NULL | NULL | NUCL |
| 15-CA-148767 Luxe Limousine, LLC & Uber Technologies, Inc John Employers | 1 | H | Closed | 3/24/2015 | 8/19/2016 | 3 Informal Settlemen | etilemen | MULL | NULL | MULL |
| П | | | Closed | 3/25/2015 | 5/8/2015 | 3 thdrawal Non-adjus | snipe-uoi | MULL | NULL | NULL |
| 18-CA-148946 Modern Maintenance Building Services, Inc. and Business Improvement District #21 as Joint Employers | _ | \dashv | Closed | 3/26/2015 | 4/14/2015 | 3 Withdrawal Adjuste | Adjuste | MULL | NULL | NULL |
| 1 | | | | | | | | | | ١. |

| 00-00-155150 Willer Brothers Staffing Solutions II of the 22-CA-155152 O'Rourke Investment Group d/b/a 22-CA-155154 Queen of the Valley Medical Cente 20-CA-155164 | Miller Brothers Staffing Solutions (MBS) and REMCO, Inc. as Joint Employers | 5 5 | Closed | 6/29/2015 | 7/14/2016 9/28/2015 | 3 Info | Informal Settlemen thdrawal Non-adjus | NULL | NULL | NULL |
|--|--|--------|--------------|-----------|------------------------|----------------|--|-------------------------------|-----------|--|
| ПП | | 3 | Closed | 6/29/2015 | 9/28/2015 | chd ~ | Irawal Non-adjus | NULL | NULL | NOLL |
| П | O'Rourke investment Group d/b/a McDonald's Restaurant and McDonald's USA LLC as Joint/Single Employer | | | | | | A Townson Apple 1988 | | | |
| The same of the sa | Ousen of the Valley Medical Center and St. Joseph Health System, d/b/a St. Joseph Health, a single and/or joint emplo | ర | Closed | 6/29/2015 | 8/29/2016 | 2 With | Withdrawal Adjuste | MULL | NULL | NULL |
| DAVID CHOATE, AS SINGLE EMPLO | DYER OR JOINT EMPLOYER WITH MCDONALD'S USA, LLC | ర | Closed | 7/1/2015 | 9/29/2015 | 2 thdi | thdrawal Non-adjus | MULL | MULL | NULL |
| SRM Alliance Hospital Services, d/R | b/a Petaluma Valley Hospital and St. Joseph Health System, d/B/a St. Joseph Health, | ర | Closed | 7/1/2015 | 11/6/2017 | 2 Info | Informal Settlemen | MULL | NULL | NOIT |
| Se Mace Medical Center and St. Lo. | to Many Medical Center and St. Lyceph Health System. d7b/a St. Joseph Health, a single and/or loint employer | ర | Gosed | 7/1/2015 | 11/6/2017 | 1 Info | Informal Settlemen | MULL | NULL | NULL |
| Mee-Nik Inc d/b/s McDonalds an | Mee. with for ethics and McDonald's USA U.C. Joint Employers | ð | Closed | 7/2/2015 | 7/17/2015 | 2 With | Withdrawal Adjuste | NULL | NULL | NULL |
| Feeder Mealthcare - Wavmechure | 11.C. d/b/a Southwest Resional Medical Center and Regional Care Hospital partners, (| ð | Closed | 7/6/2015 | 3/29/2016 | 2 Info | Informal Settlemen | MULL | NULL | ากพ |
| The Directoringh Cultural Trust and A | The breets inch Cultimal Trust and African American Cultural Center, John Embloyer | ర | Closed | 7/8/2015 | 8/31/2015 | 3 thd | thdrawal Non-adjus | MULL | NULL | TION |
| The Fixed Bit Colding to the | Touristics become street 110 takes for each of his fideral files of | 2 | Gorael | 7/9/2015 | 11/24/2015 | E PHO | thdrawal Non-adius | MULL | NULL | NOIT |
| Maryin S CHCCR, Service, III. And | MARINIO S CHELLE AND THE CONTROL OF | 2 | Closed | 2/13/2015 | 11/25/2015 | 3 With | Withdrawal Adiuste | NOLL | NULL | NULL |
| The George Washington University | y and reamant management services, citiered Partier aup, John Employers | 5 8 | Contract | 7/13/2016 | 9/20/3016 | - | Molesus Non-ading | MIII | MIII | MILL |
| University of Denver and Aramant, as joint employers | , as joint employers | 5 8 | 2000 | CANAGE !! | A to those | _ | and a later of the | | 1010 | |
| Paksn, Inc. as joint and/or single e- | Paksn, Inc. as joint and/or single employer with Diyavilla, Inc. d/b/a Diyamonte Post Acute Care Center | 5 | Cosea | CTOZ/NT// | 57.07 (C) C | 7 7 | Indianal non-adjus | MOL | MORE | NOTE OF THE PERSON NAMED IN COLUMN |
| Paksn, Inc. as joint and/or single ex | Paksn, Inc. as joint and/or single employer with Diyavilla, Inc. d/b/a Diyamonte Post Acute Care Center | 5 | Closed | 1/14/2015 | 51/2/5/6 | 7 | summer Non-adjus | MOLL | MOLL | HOLE |
| Paksn, Inc. as joint and/or single ex | Paksn, Inc. as joint and/or single employer with Diyavilla, Inc. d/b/a Diyamonte Post Acute Care Center | ర | Closed | 7/14/2015 | 9/3/2015 | _ | thdrawal Non-adjus | MUL. | MULL | NOEL |
| Veritors Denocubrania Inc. Veritors | Marien Demonstrates Inc. (Vertion Centrics Corn.: Vertion Communities Corn.: and Verticon Communications Inc. | ర | Open | 7/15/2015 | NULL | - | NULL | MULL | NULL | NUEL |
| VELICOLI PERMISSINGING INC., VELICOLI | And the fact of the Marion Marion for Marion Commerce Core - Marion Schooled | 2 | Open | 7/15/2015 | NUST | ~ | NULL | MULL | MULL | NULL |
| Venzon Washington, U.C., Inc., Ve | CONTROL PROFESSIONAL TREE, VOINGE IN PROPERTY AND ACTION TO SELECT ON THE PROPERTY OF THE PROP | 1 | 10000 | 2/17/2015 | 3/78/7/16 | % | Informal Settlemen | MILL | MULT | NAIT |
| Hilton El Segundo, LLC d/b/a Hilton | A GARDEN INN EL SERUNDO AND SCRISSIE SKRIRING IIK, UFUFA MOTIKUT PETSOTIFICI SCHARCES | 5 ; | 2 | 7/17/1016 | STOCKET'S | | September 1 | MIII | 111111 | - NIN |
| Hilton Garden Inn El Segundo, LLC | d/b/a Hilton Garden Inn EL Segundo and Staysate Staffing Inc. d/b/a Horizon Person | 5 ; | noseq | 107/11/1 | 9707/97// | 0 0 | of form of Carelon co | WOLF. | 1000 | 11112 |
| HFHS Employment Company, LLC a | and Resource Management, Inc., Joint Employers | 5 , | Closed | 6707/07/ | 3/ 4/4/2016 | _ | Military Schrichter | THE PERSON NAMED IN | 200 | |
| Trump Entertainment Resorts, Inc. | . Trump Entertainment Resorts Holdings, L.P., Trump Plaza Association, LLC, Trump N | 5 | Closed | 7/21/2015 | 10/30/2015 | 7 | Withdrawal Adjuste | MOLL | MULT | NOC |
| Trump Entertainment Resorts, Inc. | ., Trump Entertainment Resorts Holdings, L.P., Trump Plaza Associates, LLC, Trump M | ර ර | Closed | 7/21/2015 | 3/19/2018 | ~ | Withdrawal Adjuste | MULL | MUL | MOLL |
| Trump Entertainment Resorts, Inc. | Trump Entertainment Resorts, Inc., Trump Entertainment Resorts Holdings, L.P., Trump Plaza Associates, LLC, Trump M | ర | Closed | 7/20/2015 | 3/19/2018 | With | Withdrawal Adjuste | NUL! | NULL | MULL |
| loreart Entermises for othis Don | pression's Pizza (ne. and Domino's Pizza, Inc., Joint Employers | 3 | Closed | 7/22/2015 | 8/27/2015 | 3 ismi | smissal Non-adjusti | NULT | NUIT | NULL |
| Tessell cine proces, inc. wyga con | Legistri tette programmen og segretaring frammen besente Hoddings i Promin Plaza Ascretates (IC. Trimb N | ð | Open | 7/22/2015 | NOIT | ~ | MULL | NULL | NOLL | MULL |
| nomp circi talement nesons, inc. | loune | 2 | - Oren | 7/23/2015 | NOLL | r~ | MULL | NULL | NULL | NULL |
| Lakeshore Rickman JV LLC and LOA | Colonal inc. area egas, joint empayers and single empayers | 5 3 | Charact | 7/22/2016 | 9/14/2015 | , the | theirswal Non-adited | MILIT | NULL | NOIT |
| Shullsburg Creamery and FurstStaffing as Joint Employers | | 5 3 | Conserva | 3/34/3015 | MILL | ₩ | MIII | 11100 | MEICE | MULL |
| Venzon New York, Inc., Empire Cit. | y Subway Company (Umited), Verizon Avenue Lorp., Verizon Advanced Data Inc., ve | 5 ; | Open | 1724/2013 | 44 Mothors | | - Lea of Man and Least | 11111 | MIRE | IIIN |
| ALLSOURCE GLOBAL MANAGEMEN | ALI SOURCE GLOBAL MANAGEMENT (AGM) AND LOCKHEED MARTIN (LHM) AS JOHNT EMPLOYERS | đ | Closed | 1/21/2015 | 11/20/2015 | 7 | STOR WOOD INSTA | MOST | NOC | 7702 |
| Bluefield Hospital Company, LLC d, | Bluefield Hospital Company, LLC d/b/a Bluefield Regional Medical Center and its single and/or joint employer Commun | ర | Closed | 7/27/2015 | 6/29/2016 | 3 Lugi | ndrawal Non-adjus | NULL | NOCE | אחוו |
| Century Management LLC d/b/a M | Century Management LLC d/fb/a McDonald's and McDonald's USA, LLC, Joint Employers | ð | Open | 7/27/2015 | NULL | F [®] | MULL | NULL | NUCL | MULL |
| Integra Construction Sendres 11d a | Inners Construction Services 1rd and Inners Escapating 11C, an alter ego of and/or joint employer with Integra Const | ర | Closed | 2/22/22/2 | 10/9/2015 | 1 490 | Withdrawal Adjuste | NULL | NOLL | MULL |
| The state of the s | lays Accordates | 2 | Closed | 7/78/2015 | 3/19/2018 | 2 With | Withdrawal Adjuste | NULL | NULL | MULL |
| Irump Entertainment Resorts, Inc. | trump Entertainment Resorts, Inc., fromp Entertainment Resorts modifies, c.r., studies assesses, t.c., trump as | 5 3 | - Claret | 7/20/2015 | 2/10/2018 | 2 4660 | Kithdenun Adiucto | Ade 11: 1 | NIII | MILL |
| Trump Entertainment Resorts, Inc. | Trump Entertainment Resorts, Inc., Trump Entertainment Resorts Holdings, L.P., Trump Plaza Associates, LLC, Trump M | 5 | Closed | C102/07// | 01/12/2016 | | HOLEWAI POJUSIC | | | 1002 |
| Trump Entertainment Resorts, Inc. | Trump Entertainment Resorts, Inc., Trump Entertainment Resorts Hobdings, L.P., Trump Plaza Associates, LLC, Trump N | 5 | Dosed | 7/28/2015 | 3/19/2018 | 7 | withdrawal Adjuste | MULE | MOCE | MOLL |
| Trump Entertainment Resorts, Inc. | Trump Entertainment Resorts, Inc., Trump Entertainment Resorts Holdings, L.P., Trump Plaza Associates, LLC, Trump M | ర | Open | 7/28/2015 | NOU | ~ | MULL | MUCL | NOCE | MOLL |
| Trump ociates, LLC, Trump Enterta | Trump ociates. LLC. Trump Entertainment Resorts Development Company, LLC, TER Development Co., LLC, TERH LP Int | ð | Closed | 7/28/2015 | 3/19/2018 | 2 With | Withdrawal Adjuste | NULL | NULL | MULL |
| Kelly Services and Inseleam Inc. as | Kelv Services and Inseteam Inc. as Joint Employers | ð | Closed | 7/29/2015 | 7/11/2016 | 3 Info | Informal Settlemen | NULL | NUCL | MULL |
| Century Management C d/b/2 M | Actionald's and McDenald's USA LLC, as joint or single employers | ð | Closed | 1/30/2015 | 3/24/2017 | 3 ismi | ismissal Non-adjusti | MULL | NUCL | MULL |
| Marchall Constitution 110 Additional | Annual de B. Mar Describer 1158 11 Cas Inite Standards | 5 | Closed | 7/30/2015 | 6/8/2016 | 3 ism | smissal Non-adjuste | NULL | 4/21/2016 | NULL |
| MKREII ERICEDING, LLC UJ UJ 8 MICH | Continued to the second state of the second continued to the second to t | 2 | 5000 | 8/3/2015 | MULL | 1 | MULL | NULL | NULL | MULL |
| Danju Enterprises Inc. d/b/a McDK | Dhaid's and McConaid's Use, LLL, as Joint or swiger emproyer | 5 3 | 1000 | 2100/100 | CIDETADAS | 3 1 | Informal Cattlaman | NEBE | NEIFE | MILL |
| Green Leaf Services, Inc./The Dave | ey Tree Expert Company (Joint Employer) | 5 | Closed | CT07/n/0 | 0/20/2020 | 7 | Allia Settle liet | | | |
| THE RESERVES NETWORK, INC. AN | ID MPS GROUP, INC. (Joint Employers) | 5 | Closed | 8/4/2015 | 3/28/2015 | ~~ | Arthorawal Adjuste | MOLE | MOLE | TON |
| BA Baseball Co. LLC d/b/a Queens | BA Baseball Co. LLC d/b/a Queens Ballpark Co. LLC and First Quality Maintenance, L.P. d/b/a Alliance Building Services | ర | Closed | 8/5/2015 | 10/23/2015 | z tudi | thdrawal Non-adjus | NOLL | NUCL | שחור |
| Northwestern University and the A | National Collegiate Athletic Association as Joint Employers | ర | Closed | 8/5/2015 | 9/28/2016 | 7 | Withdrawal Adjuste | MULL | MOLL | MULL |
| Ct.P Resources/Brendan Stanton Inc. Joint Employers | nc. Joint Employers | 5 | Closed | 8/6/2015 | 10/8/2015 | _ | thdrawal Non-adjus | NULL | NUCL | MULL |
| County Agency/(&) Creamery as Jo | olnt Employers | ð | Closed | 8/6/2015 | 10/22/2015 | 3 STE | smissal Non-adjuste | NULL | NULL | MULL |
| Charal Mantinger I C 4/0/2 McDon | thought the Africa McDonald's & McDonalds's 115 at John and Single Employers | ð | Closed | 8/13/2015 | 2/10/2016 | Z ism | ismissal Non-adjusta | NULL | MULL | MULL |
| Property of the seal Owner or and Owner or and | Camina Company 11 a stanta and a stant amount | ð | Closed | 8/14/2015 | 3/14/2016 | 2 With | Withdrawal Adjuste | NULL | NUCL | TION |
| Peoples Makural Gas and Peoples | Propies Matura Cassand Propies Service Confidence, LLC, a single and, or form emproper | 5 3 | Chreed | 8/21/2015 | 12/21/2015 | 2 thd | thdrawal Mon-adius | NULL | NOT | NULL |
| Alison Crane & Echelon Consulting, LLC, Joint Employer | | 1 | The state of | 6/31/2015 | 3/1/2016 | | confecul Mon. adirect | Milit | NE JE I | MULL |
| HAGGEN, IMC., HAGGEN HOLDING | HAGGER, INC., HAGGEN HOLDINGS, LLC, HAGGEN OPCO SOUTH, LLC AND HAGGEN HOLDINGS, LLC, DEBTOR IN POSSES | 5 | Closed | 8/21/2013 | 3/1/2010 | 7 . | Interior interior | TO THE PERSON NAMED IN COLUMN | 40.16.1 | |
| Century Fast Foods, Inc. a Californi | Century Fast Foods, Inc. a California corporation, Taco Bell Corp., a corporation of California, Joint Employers of Chargid | S | Open | 8/74/5015 | NOLL | - 1 | MOLL | MOLE | MORE. | THE STATE OF THE S |
| Sanders-Clark & Co. d/b/a/ McDon | Sanders-Clark & Co. cl/b/a/ McDonalds & McDonalds USA LLC as Joint/Single Employer | ð | Closed | 8/24/2015 | 11/16/2015 | 7 | suide-non leweldus | MULL | NOLL | TOP! |
| G45 Regulated Security Solutions a | G4S Regulated Security Solutions and Dominion Nuclear Power, Joint Employers | ජ | Closed | 8/27/2015 | 11/25/2015 | 2 With | Withdrawal Adjuste | MOLL | NOCE | MOLL |
| New Wave People Contemporary | New Wave Pennie Contemporary Telecom, as Joint or Shalle Employer | ð | Closed | 8/27/2015 | 9/17/2015 | 1 With | Vithdrawal Adjuste | NULL | NUCL | MULL |
| Tours External percent loc | Toware Extensionment Beachts for Trium Ententsionment Recorts Holdings. L.P., Trump Plaza Associates, L.C. Trump M | ర | Closed | 8/27/2015 | 11/27/2015 | 2 thdr | thdrawal Non-adjus | MULL | NULL | MULL |
| Committee of the commit | | 2 | Closed | 8/28/2015 | 12/15/2016 | - | smissal Non-adjusti | MULL | 6/8/2016 | MULL |
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| ZP AXIE Drives Manysville, LLt. and P.C. (US), LLt., 45 Joint emproyers | PLA (U2), LLL, as Joint emproyers | 1 | 1 | 6/31/3015 | 11/6/3/11 | ^ | Shortewal Monadine | Atti | NULL | MULL |
| Aerotek Horsham PA Location/Aer | Aerotek Horsham PA Location/Aerotek York PA Location as Joint Employers | 5 6 | Chosed | 0102/10/0 | 21/0/4/2/20 | ۳ | and Hon adies | 1112 | MULE | TITIN |
| Aerotek Horsham PA Location/Swa | Aerotek Horsham PA Location/Swartley Brothers Engineering as Johnt Employers | 5 | Closed | CT02/T6/2 | 2007/0/11 | 7 | TICLBWG I WOLLD'S | | 1000 | MILL |
| Aerotek York PA Location/Aerotek | Aerotek York PA Location/Aerotek Horsham PA Location/Cheran Electric Inc. As Joint Employers | 5 | Closed | 8/31/2015 | 11/6/2015 | ~ | CHOP-WOI IEMEIDIN | MOLE | MOLE | |
| Allegheny Technologies Incorporat | ned and its wholly owned subsidiaries Allegheny Ludlum Corporation and Allegheny I | ర | Closed | 8/31/2015 | 3/3/2016 | Z Mitt | Aithdrawal Adjuste | MULL | NORT | MOLL |
| ALLEGHENY TECHNOLOGIES INCOR | ALL ECHENY TECHNOLOGIES INCORPORATED IATH AND STROM ENGINEERING CORPORATION (STROM) JOINT EMPLOYE | ర | Closed | 9/3/2015 | 2/25/2016 | 1 With | Vithdrawal Adjuste | NULL | NULL | MULL |
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| American Federation of Teachers | ed Organizing Project, | 5 ; | Closed | 27/07/6/6 | 2707/57/4 | ~ | Deal redirection | MOTO | 11011 | 1114 |
| Allegheny Technologies Incorporat | Allegheny Technologies Incorporated (ATI) and Strom Engineering Corporation (Strom), Joint Employers | ర | Closed | 9/6/2015 | 3/3/5010 | 7 | MITTING SAWAN AGENSTE | MOLL | MOLL | MOLE |
| FALCON TRUCKING, LLC., AND RAG | SLE, INC., A SINGLE EMPLOYER AND/OR JOINT EMPLOYERS | ర | Open | 9/8/2015 | NULL | ~ | NORE | MULL | MULL | NOIL |
| Pacific Harvest, Inc /Apio. Inc., as joint employer | contremologies. | ర | Open | 9/9/2015 | NULL | 2 | NULL | MULL | NULL | NULL |
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| Pacific Harvest, Inc/Apio, Inc., as J. | Pacific Harvest, Inc/Apio, Inc., as Joint Employer/United Staffing Associates, LL., as Joint Employers | 5 ; | oben | 2007/6/2 | 11/10/2016 | , , | and Man Andison | MIRI | luin | MIII |
| 21-CA-159847 LONG BEACH JOB CORPS. AND/OR | R DOLE MANAGEMENT GROUP, AS A SINGLE AND JOR JOINT EMPLOYER | 5 | Closed | 9/11/2015 | 11/18/2015 | 2 Ithdi | thdrawal Non-adjus | NUI. | MULL | NULL |

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| CA Open 1/24/2016 NOLL 3 Informal Settlemen NULL CA Closed 1/28/2016 12/20/2016 2 Informal Settlemen NULL CA Closed 1/28/2016 12/20/2016 2 Informal Settlemen NULL CA Closed 1/28/2016 1/24/2015 3 Informal Settlemen NULL CA Closed 1/29/2016 1/2/20/2016 2 Informal Settlemen NULL | 200 | | 1 | Closed | 5 | |
| CA Closed 1/28/2016 8/23/2016 2 Informal Settlemen NULL CA Closed 1/28/2016 12/20/2018 2 Informal Settlemen NULL CA Closed 1/28/2016 12/20/2016 3 Informal Settlemen NULL CA Closed 1/28/2016 12/29/2016 3 Informal Settlemen NULL CA Closed 1/28/2016 12/29/2016 1 Informal Settlemen NULL | MOLL | 2 | | Open | 5 | |
| CA Chosed 1/28/2016 12/20/2016 2 //2016 2 //20/2016 </td <td>NOLL</td> <td>~</td> <td></td> <td>Closed</td> <td>ర</td> <td>╛</td> | NOLL | ~ | | Closed | ర | ╛ |
| CA Closed 1/78/2016 6/74/2016 2 Withdrawal Adjuste NULL CA Closed 1/28/2016 10/4/2017 3 Informal Settlemen NULL CA Closed 1/29/2016 12/29/2016 1 Informal Settlemen NULL | MULT | 2 | _ | Closed | ర | |
| CA Closed 1/28/2016 10/4/2017 3 Informal Settlemen NULL CA Closed 1/28/2016 12/29/2016 1 informal Settlemen NULL | WALL | ~ | - | Closed | đ | L |
| The composition of Chased 1/79/2016 12/29/2016 1 Informal Settlemen NULL | NUIT | r | | Core | 5 | |
| TOTAL | MEDI | - | <u> </u> | Glorad | 5 | in climoters |
| 1 | 1000 | | 1 | COOK OF THE PERSON OF THE PERS | 5 3 | |
| ON CHIDOCET SASSING STATES STA | 11114 | \ | \downarrow | CHOSEO | 5 : | |
| CA Closed 2/2/2016 2/2/2016 3 (Indrawal Norvacious) | MOCE | | | Closed | 5 | |
| CA Closed 2/2/2016 3/31/2016 3 khdrawal Non-adjus NULL | NULL | 3 | _ | Closed | ð | |
| Closed | NULL | 3 | | Chreed | 2 | L |

| | | | | | | г | | | | |
|---|--|--------------|---------------------|--|------------|--------------|---------------------------|-------|-------------------------------|---------|
| 31-CA-172965 | | 5 | Closed | 5/30/2016 | 2/ 20/2010 | _ | Charavar represaults | MOLE | MOLE | 1100 |
| 08-CA-172844 | Stark Enterprises, Inc., Comet Management Services, Inc., and Paymax Services, Inc. (single employer and/or joint emp | 5 | Closed | 3/30/2016 | 4/29/2019 | 7 | ISTRESSAF POOR-AGJUSTO | MORE | MOLE | MINI |
| 19-CA-17319B | Butte Hotels, LLC & Butte Motels, LLC foint employers d/b/a Butte Quality Inn and Suites | 5 | Cosed | 3/37/5010 | 1707/5/11 | _ | Withdrawal Adjusts | MOLE | AUTO. | 1000 |
| 19-CA-173197 | Butte Hotels, LLC & Butte Motels, LLC, joint employers d/b/a Butte Quality Inn and Sultes | 5 | Closed | 3/37/5016 | 1/1//201/ | т | informal Settlemen | MOLE | WOO. | ממנו |
| 07-CA-173073 | Manna Development Group, LLC d/b/a Panera Bread, Joint Employers and/or Employer | ð | Closed | 3/31/2016 | 3/29/2017 | \neg | Informal Settlemen | NULL | NOT. | NU.L |
| 04-CA-172940 | Trump Entertainment Resorts, Inc., Trump Entertainment Resorts Holdings, L.P., Trump Plaza Associates, LLC, Trump M | ð | Closed | 3/31/2016 | 3/19/2018 | \neg | Withdrawal Adjuste | NULL | NULL | NULL |
| 01-CA-173077 | Chuch Executive Risk Inc. of b/a Chubb Specialty Insurance, a subsidiary of Federal Insurance Company and Kelly Service | ð | Closed | 4/1/2016 | 2/28/2017 | 3 Withdi | Withdrawal Adjuste | NULT | MULL | NULL |
| 19-64-173302 | Security industry Specialists, Inc., and Amazon, as joint employers | ర | Closed | 4/1/2016 | 4/12/2016 | _ | thdrawal Non-adjus | NULL | NULL | NULL |
| 01 CA 173155 | Back: Tise Co. Inc. and R. I.'s Service Co. Inc. as Joint Employer | 5 | Open | 4/4/2016 | NOCE | 3 | MULL | NULL | NULL | MULL |
| 200000000000000000000000000000000000000 | Tracks and Building Comment 1 f and Mines Cartificke 1 f Citalia Heinbluck | 3 | Closed | 4/6/2016 | 4/17/2017 | - | smissal Non-adjuste | NULL | NULL | NULL |
| U/-CA-1/3524 | Prefer to building Software, Like, and American Strategy, Like, and and an analysis of the strategy of the str | 5 3 | Cornel | 4/7/2016 | \$100/50/5 | ۳ | herawal Non-active | NULL | MULT | NOT |
| 03-C4-1/3426 | AMITINE ANDORS SETVICES, LLC (ALSO SET AND AND A SECURITY | 5 2 | Closed | 4/7/2016 | 1/20/2017 | 3 Inform | informal Settlemen | NULL | NULL | MULL |
| 29-CA-1/3489 | List management, me, and supp to my tany, tel, your emperies | 5 | Closed | 3106/8/8 | 4/14/2016 | - | theirawal Mon-adine | MULL | NULT | MULL |
| 10-CA-173599 | 3m3Sinc d/b/a McDonalds & McDonald's Corp., as Joint and Single Employers | 5 ; | CROSEG | 0107/0/4 | 0007/47/4 | + | Part I I | 1 | 4010 | MINI |
| 29-CA-173762 | Key Food CS3, LLC d/b/a Food Universe and Key Food Cooperative, Inc., Individually and as Joint Employers | 3 | Open | 4/8/2016 | NOLL | | MULL | MULL | MOUL | MOTE |
| 15-CA-173690 | OMG LLC/ d/b/a McDonald's & McDonald's Corp., as Joint and Single Employers | গ | Closed | 4/11/2016 | 4/26/2016 | - | Indrawal Iwon-adjus | MULL | MOU. | שתור |
| 18-CA-173807 | Raccoon Valley Partners, a McDonald's Franchisee, McDonald's USA LLC as Joint or Single Employer | ð | Closed | 4/11/2016 | \$/\$/2016 | 2 thdrav | Indrawal Non-adjus | NULL | NUCL | NOLL |
| 1504C1.47.50 | Desferred Building Services 1. C. and Mines Detroit Services. L.L.C. a Single-Joint Employer | ర | Closed | 4/13/2016 | 7/29/2016 | 2 ismess: | ismissal Non-adjusti | NULL | NULL | MULL |
| 000000000000000000000000000000000000000 | Treferrico Octobre de Santos de Antonio Como Mariano Companyo Contrato Contrato Montano Montan | 3 | Closed | 4/13/2016 | 6/22/2016 | _ | Withdrawal Adjuste | NULL | NULL | MULL |
| 04-04-1/3888 | | 5 8 | Local C | 4/15/2016 | 6/17/2016 | _ | thefrancal Meet actions | NEE | NUEL | MULL |
| 03-CA-174106 | Akima Global Services, LLC and AKAL Security, Inc Joint Employer | 5 ; | Daniel Constitution | 200000 | 0/15/2016 | 4 | of Cattleman | | MEIRE | MIII |
| 28-CA-174167 | Third Rock, Inc. and Select Demolition and Saw Cutting Services, Joint Employers | ð | Closed | 4/15/2016 | 9/107/91/6 | 3 Intom | Informal Settlemen | MUCE | WOL. | MOLE |
| 10-CA-174240 | 3M35, Inc., A McDonald's Franchisee, and McDonald's USA, LLC, Joint Employers | ð | Open | 4/18/2016 | NOIT | | MOUL | MOCE | non. | MOLE |
| 15-CA-174268 | St. Anthow's Hospital Association d/b/a CHI St. Vincent Morriton and/or St. Vincent Infirmary Medical Center d/b/a C | ర | Closed | 4/18/2016 | 8/26/2016 | 3 Khdrav | thdrawal Non-adjus | NOCE | NOCT | MULL |
| 10.CA.174438 | 3m35ine rt/b/a McDonalds & McDonald's Corp., as Joint and Single Employers | ð | Open | 4/19/2016 | NULL | e | MULL | NULL | NUL | MULL |
| 10.Ca.174419 | Blueshald Manchal Commany 12 (47h) Blueshald Regional Medical Center and its single and/or joint employer Commun | ర | Open | 4/19/2016 | NULL | 3 | MULL | NULL | NULL | MULL |
| AC CA 174633 | Michael response Company and The Obstatute Cultural Tust. John Employees | 5 | Closed | 4/21/2016 | 9102/50/9 | 2 thdrav | thdrawal Non-adjus | NULL | NULL | NULL |
| 200000000000000000000000000000000000000 | the second secon | ð | Closed | 4/21/2016 | 4/27/2016 | 3 Withde | Withdrawal Adjuste | NULL | NULL | MULL |
| 137464 13464 | | 3 | Closed | 4/21/2016 | 5/31/2016 | 3 khdrav | thdrawal Non-adjus | NULL | NUCE | NULL |
| 08-CA-1/4505 | MARINE PARKINES AND MARINE A TONIC LITTLE AND A TON | 5 | Closed | 4/21/2016 | 10/21/2016 | 3 Inform | Informal Settlemen | NULL | NULL | NULL |
| 29-CA-1/4018 | VIP CONCIETE & SAVETSONE Property Stoudy as John Chipuyers | 1 | Clocard | 8/25/2016 | \$11272018 | 77 | shdrawal Non-adjus | NULL | NUCE | MULL |
| 05-CA-174982 | Hoteman Enterprises d/b/a McDonald's & McDonald's Cop. as John and Shighe Emproyers | 5 3 | 2000 | 4000000 | 4/10/1001 | a Profession | Informal Cattleman | 100 | N | Will |
| 29-CA-174838 | Lisa Management, Inc. and Skipp To My Lifty, Inc., Joint Employers | 5 | Closed | 4/22/4010 | 1/20/201/ | 2 | all octinemen | MARK | 1000 | |
| 10-CA-174875 | Advantage Veterans Services of Walterboro, LLC, and HMR Veterans Services, Inc., Joint Employers and/or a Single Emp | ð | Closed | 4/26/2016 | 12/21/2017 | 3 Informal | ial Settlemen | NULL | NULL | MULL |
| ALCA-175117 | Brian's House Inc. and Woods Services. Inc., joint employer | ð | Closed | 4/28/2016 | 7/18/2016 | 3 Ithdrav | val Non-adjus | NULL | NUCL | MULL |
| 45 CA 176103 | Charles to A the Later Consider & Ade Demonstrate from as triant and simple employeers | 5 | Closed | 4/28/2016 | 5/31/2016 | 1 ismiss. | smissal Non-adjusti | NULL | NULL | MULL |
| 13-CM-1/3102 | UNIO LL. U/U/s MILAMMAS SE MILAMMAS SAMP, SES JOHN SEN SINGE CHARLES | 1 | Clocad | 2106/2016 | \$/6/2016 | 1 shdrav | herawal Non-adjus | NUIT | NOLL | NOLL |
| 15-Ck-175099 | OMIG LLC d/b/a McDonald's & McDonald's Corp., as Joint and single emproyers | 5 6 | Toronto. | a language | 2000/10/2 | ۳ | comice of Man active by | MILLI | An II I | MILL |
| 15-CA:175107 | OMG LLC d/b/a McDonald's 8. McDonald's Corp., as joint and single employers | 5 | Closed | 47.02/2010 | 0103/16/6 | T T | a constant | | 2000 | |
| 01-CA-175153 | RP PROVIDENCE, LLC d/b/s RENAISSANCE PROVIDENCE HOTEL AND TPG HOSPITALITY INC., AN AFFILIATE OF THE PROC | 5 | Cosed | 47.25/2018 | 0707/77/ | 4 | TICI divide I Work-action | WOLE. | 1000 | 1000 |
| 12-CA-175177 | Universal Cargo Doors and Service, LLC/Universal Cargo Doors and Service, Inc. and Commercial jet, Inc., as single and | 5 | Closed | 4/23/2016 | 10/4/501/ | - | Informal Settlemen | MOLL | TO THE PERSON NAMED IN COLUMN | 100 |
| 04-CA-175228 | Brian's House, Inc. and Wood Services, Inc., a joint employer | গ | Closed | 5/2/2016 | 7/18/2016 | - | Indrawal Non-adjus | MULL | NO. | TOP |
| 04-CA-175285 | Brian's House, Inc. and Woods Services, Inc., a joint employer | <u>ა</u> | Closed | 5/2/2016 | 7/18/2016 | 3 thdrav | hdrawal Non-adjus | NULL | NULL | MULL |
| 29-CA-175425 | kelco Construction, Inc. and Elm General Construction Corp. a single employer and/or alter ego and/or joint employer | _ර | Closed | 5/2/2016 | 5/27/2016 | 3 thdrav | thdrawal Non-adjus | NULL | NULL | MULL |
| 13-CA-175385 | RMC Enterprises, LLC and McDonald's USA, LLC, Joint employers | ა ა | Closed | 5/3/2016 | 7/18/2016 | 2 thdrav | thdrawal Non-adjus | NULL | NULL | MULL |
| 22.Ca.17549a | The Edward I Smith & Valerie S. Smith Family Limited Partnership d/b/a McDonald's and McDonald's USA, LLC, as Join | ర | Closed | 5/4/2016 | 5/12/2016 | 3 thdrav | thdrawal Non-adjus | NULL | NULL | NULL |
| 20070 | transfer and Control and Community are a close or injust amplifying | 3 | Closed | 5/5/2016 | 5/31/2016 | 2 Withdi | Withdrawal Adjuste | MULL | NULL | MULL |
| 0705/1-97-00 | Tregitting as vaces on our grows Commission and against the print and print and print and charles are considered. | 3 | Closed | \$/5/2016 | 8/22/2016 | 2 thdrav | thdrawal Non-adlus | NULL | NULL | NULL |
| 18-CA-1/561/ | | 1 | Cheed | 5/6/3016 | 5/26/2016 | — | Withdrawal Adjuste | NULL | NULL | NULL |
| 29-CA-175743 | 25 JOHN E | 5 5 | Decor. | 5/0/3016 | 9/31/2016 | 7 | Perferance Non-action | MULL | NULT | NOLL |
| 15-CA-175808 | OMG LLC d/b/a McDonald's & McDonald's Corp. as joint and single employers | 5 ; | Closed | 2/2/2/10 | 0/3//2010 | + | MINISTER PROPERTY. | 71111 | Malli | N N |
| 31-CA-176382 | Pacific Harvest, Inc. / Apio, Inc. as Joint Employer | 5 | uado i | 2/9/4016 | MOLE | | MOLL | MOCE | MOLE | TIN IN |
| 31-CA-176379 | Pacific Marvest, Inc. / Aplo, Inc. as joint employer | 3 | Open | 5/9/2016 | MOUL | 4 4 | MULL | MOLE | 100 | NIII |
| 31-CA-176380 | Pacific Harvest, Inc. / Apio, Inc. 35 joint employer | ర | Oben | 9107/6/5 | MOL | 1 | MOLL | MOLE | 100 | |
| 31-CA-176378 | Pacific Harvest, Inc./Apio, Inc. as joint employer | ර | Open | 5/9/2016 | MULL | | MULL | MULL | NULL | MULL |
| 31-CA-176377 | Pacific Harvest, Inc./Addo, Inc. as joint employer | ర | Closed | 5/9/2016 | 8/10/2016 | 1 Ismiss | smissal Non-adjuste | MULL | NULL | NULL |
| 21.04.176282 | Darife Hardet In Ania Inc as initit employers | ర | Open | 5/9/2016 | NULL | 1 | NULL | NULL | NULL | NOLL |
| 21.CA.176066 | Backer Hanners Inc Amb Inc. as Joint Employer | ర | Open | 5/10/2016 | NULL | 1 | NULL | NULL | MULL | NULL |
| 44 64 17000 | TOWNERS THE AND A PROPERTY OF THE PROPERTY OF | đ | Open | 5/10/2016 | NULL | 2 | NULL | NOLL | MULL | NULL |
| 21-7-10000 | Tolkitte, the contract, the payor, the say year territory and the desirence of the contract of the contract of | 3 | Deser | 5/10/2016 | 10/31/2016 | т | Withdrawal Adluste | NULL | MULL | NULL |
| 31-CA-176132 | Rockport HealthCare Services, and Lentinesa Assisted Living as a single amount from Johnson | 5 2 | Classed | \$/11/2016 | 7/29/2016 | 2 thotrav | hotrawal Non-adius | MULL | NULL | NOLL |
| 02-CA-176059 | Nelson Service Systems, Inc., and Consolidated Edison Company of New York Inc., John Employers | 5 ; | Closed | 21 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | Story of C | + | Michelraneal Adjucto | ANTIL | THIM | NOLL |
| 32-CA-175987 | Service Employees International Union, United Healthcare Workers - West & Joint Employer Education Fund | 5 | Closed | 3/17/2010 | 9707/6// | 7 | awai no osc | 1000 | 100 | MIST |
| 19-CA-176422 | Delta Western, Inc. and North Star Petroleum, Inc., Joint Employers and/or Single Employer and/or Atter Egos | 5 | Closed | 5/13/2016 | 4107/97// | 4 | morawai non-adjus | WOL. | NOUT. | |
| 05-CA-176392 | Holeman Enterprises d/b/a McDonald's & McDonald's Corp. as Joint and Single Employers | গ | Closed | 5/16/2016 | 3/6/2016 | 3 thdray | hdrawal Non-adjus | MULL | MULL | MULL |
| 75 CA 176277 | stremasters for William Becker William Becker d/b/a Siltmasters. Inc., Siltmasters, single employer, Joint employer, all | ర | Open | 5/16/2016 | NULL | 2 | NULL | MUL. | NULL | NOIL |
| 20000 | Commission Complete Majoranana Secretary Televon & Accordate and Lakethore-Rickman IV LC/LCG Global FR | ð | Open | 5/17/2016 | NULL | 3 | NULL | MULL | MULL | NULL |
| U/-LA-1/0524 | COVERANT CARACTER CURRENT MAINTENANCE SET VALUE & CONCERNOS SET CONTRACTOR DE CONTRACT | 2 | Clocad | 5/18/2016 | 3/7/2018 | 3 Inform | Informal Settlemen | NULL | NULL | NULL |
| 07-CA-176491 | FIGURE, CLC Q/O/ 8 ANGIONA INDESCRISS - VI | 5 5 | Gord | 5/18/2016 | 8/31/2016 | | thdrawal Non-adius | NULL | NOLL | NULL |
| 31-CA-176599 | | 5 | Canada a | 27 107 201 10 | 7/11/1015 | | manuf Artiteta | III | NINI | NUIT |
| 29-CA-176850 | Delco Drugs & Specialty Pharmacy, Inc and Key Food Stores Co-Operative, Inc. joint Employers | క | Closed | 2/23/2010 | 0102/11// | | מונדונות שמאשי אחוותיונה | 1000 | 1000 | All III |
| 18-CA-176672 | Diaspora Tea & Herb Company, LLC d/b/a Rishl Tea and Nissen & Associates Staffing Continuum, Inc., Joint Employers | S S | Closed | 5/23/2016 | 6/2/201/ | \neg | Informar Settlemen | MULT | MOLE | וממני |
| 07-CA-177184 | Detroit Trading Services, LLC and 800CARSHOW, LLC, a single/joint/successor employer | 5 | Closed | \$/25/2016 | 8/2/2016 | 7 | smissal Non-adjusti | NOLL | NORT | MULL |
| 29-CA-177063 | NBTY, Inc. and ABM Facilities Services, individually and collectively as single or Joint employers | ჟ | Closed | 5/25/2016 | 1/26/2016 | 3 khdrav | shdrawal Non-adjus | NULL | NULL | MULL |
| 31-CA-177390 | Pacific Harvest, Inc./Apio, Inc. as a Joint Employer | ა მ | Open | \$/26/2016 | NULL | -1 | MULL | NUL | NUCL | NOLL |
| 16-CA-177240 | WCS Services LLC d/b/a Wardlaw Claims Service and State Farm Companies - Joint Employers | 5 | Closed | 5/77/2016 | 1/20/2016 | 3 Ismiss | smissal Non-adjuste | NULL | NULL | 110W |
| 10-CA-177217 | 3m35 hrc. d/b/a McDonald's; McDonald's Corp., as joint employers | ర | Closed | 5/31/2016 | 6/13/2016 | 3 thdrav | val Non-adjus | NULL | NULL | WULL |
| 01-CA-177347 | Eurest Services and ABAM Building Services, joint employers | ð | Closed | 5/31/2016 | 7/13/2016 | 2 thdrav | thdrawał Non-adjus | NULL | NULL | NULL |
| 28.CA.1774R9 | AGE Bestaurants of his McDonald's Restaurants and McDonald's USA LLC as Joint/Single Employer | ర | Closed | 6/2/2016 | 8/26/2016 | 2 ismiss. | al Non-adjusta | NULL | NULL | NOCT |
| 28-CA-11/40> | AGK Resignants of 0/3 McDonard a resignments and requesions a conclusion or any origin control of | | 2000 | Ad an an an | | | | | | |

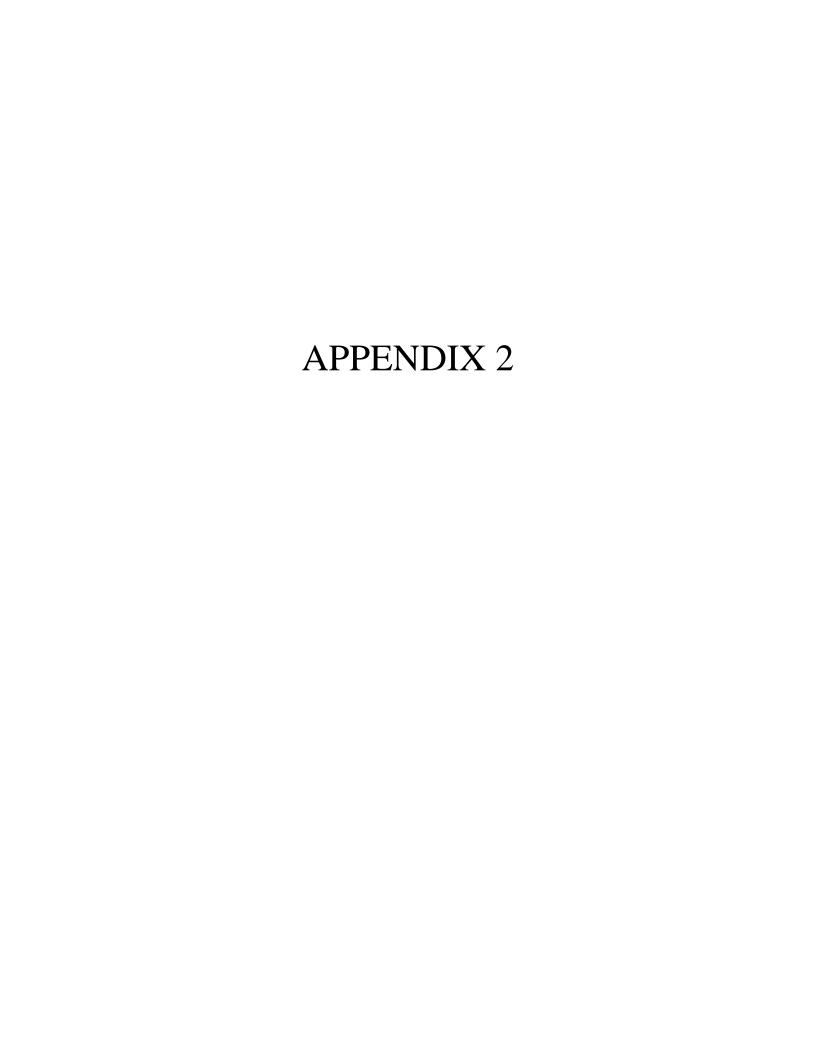
| | | 1 | - | 20000 | MINI | 1 | I I I I I | 1112 | THE STATE OF THE S |
|---|--|--------------|------------|------------|--|--|-----------|--------|--|
| 31-C4-177593 | Pacific Harvest, Inc./Apio, Inc., as Joint employers | 5 8 | Open | 9107/7/9 | TOUT | 3 shdenuni Monadius | | MINI | MINI |
| 29-CA-177511 | Vanquish Group, Inc. & NVC Building Services as John Personal and Services and Serv | 5 8 | 2000 | 6/2/2016 | P107/07/ | | L | NIII | III |
| 10-CA-177532 | Bluereid Hospital Company, LLC, 0/0/8 Butelleid Regional Medical Center and its single and/or joint employer Commun | 5 8 | 1000 | 6/3/2/07 | MINI | ļ | MINI | NULL | NOTE |
| 13-CA-17/3/8 | MINISTER, INC., WILLIAM BECKET, WHIGH DECKET DIDGE STREAMED STREAMED STREAMED STREET S | 5 | 7 | CANCION C | 210012 | of others 140 | | MINI | Milit |
| 03-CA-177718 | Atima Global Services, LLC and AKAL Security, Inc., Joint Employers | 5 8 | Cosee | 0/1/4016 | 0/10/0/0 | т | | MINI | MILL |
| 05-CA-177885 | Holeman Enterprises d/b/a McDonald's & McDonald's Corp. as Joint and Single Employers | 5 | Closed | 6/6/2016 | 9107/6/6 | _ | | HOLE | *************************************** |
| 29-CA-177994 | Manchester I, LLC and Bajan Corp., as joint employers | 5 | 2 | 9/2/2070 | 0102/77// | District Mean Country of | | 1000 | 701 |
| 02-CA-177889 | Temco Service Industries, Inc., and First Quality Maintenance, as Joint Employers | 5 6 | Cooked | 9/0/2019 | 0/2//2019 | _ | | MINI | MILL |
| 04-CA-177968 | | 5 1 | Cosed | 6/3/7016 | 5/5/2017 | _ | | NINI I | MOLE |
| 13-CA-178171 | Generations Healthcare Network, LL, and other entities as Joint employers and other emproyers | 5 2 | Toronto. | 2/14/2016 | 473679077 | | | IIIN | - N |
| 15-CA-178256 | Brookhaven Medical, Inc. and Future Matrix, Inc. as Joint and/or Single Employers | 5 8 | 2000 | 0/10/2010 | 7106/6/2 | 2 Michelyanal Adjuste | | IIIN | NUEL |
| 07-CA-178346 | 2F PREIDRICHSCHAFEN AXLE DRIVES MARYSVILLE, LLC (Respondent 2F), and PCA US, LLC (Respondent PCA), Joint Employ | 5 6 | Closed | 2102/21/2 | 4/10/2/1/ | _ | | MILL | MULL |
| 02-CA-178428 | Prospect Management, Greater Shield, LLC and Quality Maid Services, LLC, as Joint employers | 5 | Coosea | 0/10/4010 | 1102/11/4 | alculus de la compara de la co | | 1000 | |
| 14-CA-178665 | King's Management Co. Inc., a McDonald's Franchise, and McDonald's USA, LLC as Joint or Single Employer | 5 | Closed | 6/27/2016 | 0102/6/6 | Z UNDERWEITVOR-BOJUS | TACK! | HOLL | 7702 |
| 20-CA-178861 | Kaithia Group Hotels, Inc. and Manas Hospitality LLC d/b/a Holiday Inn Express Sacramento, a Single and or Joint Emple | গ্ৰ | Open | 6/22/2016 | NULT | 2 NOIL | | TOO! | MOLE |
| 05-CA-179006 | Accountemps and Kings Creek Plantation LLC, joint employers | ర | Closed | 6/23/2016 | 12/7/2016 | _ | | MUL | NOLL |
| 22-CA-179226 | AristaCare Health Services, as joint employer with AristaCare at Cedar Oaks and AristaCare at Norwood Terrace | ð | Closed | 6/28/2016 | 9/20/2016 | _ | | MULL | NULL |
| 03-74-179157 | Merry Hocarital of Buffalo Inc., and its Single and/or Joint Employer Catholic Health Services | 5 | Closed | 6/28/2016 | 9/13/2016 | 2 Withdrawal Adjuste | | NULL | NOCT |
| 13 78 170308 | Francis prospersor estimator in the control of the | ð | Closed | 6/30/2016 | 9/28/2017 | | | NULL | NULL |
| 12-17-17-10 | CONTENTING AND ALGORITHMS TO THE STATE OF TH | 2 | Closed | 7/1/2016 | 11/22/2016 | _ | L | NULT | NOLL |
| 13-CA-179428 | 5155 W. Chicago McDonato sand micromator to Surface in print employees | 3 3 | 2000 | 7/6/2016 | 7/77/7016 | - | | MIII | TIN |
| 02-CA-179540 | WEWDER COMPANIES, INC. AND ININE, AS SINGLE AND OR JOHN TO THE STATE OF THE STATE | 5 3 | and of | 3/2/2/4 | MPP | - | | Melii | MALL |
| 28-CA-179794 | Purple Communications, Inc. and its Successor and Joint Employer CSUVRS, LLC of by's ZVRS | 1 | ua i | THIS CALL | 1000 | _ | | 40101 | |
| 28-CA-180093 | Aqua Chill Inc. & National PEO, LLC & Joint Employers | 3 | Closed | 7/12/2016 | 102/21/5 | s informal sectioner | | NOT | HOLL |
| 31-CA-179909 | Henin Services Limited and CPE HR, Inc., as Joint Employers | ð | Open | 2/12/2016 | NOLL | \neg | | NOCE | MOLL |
| 02-CA-179945 | Mount Sinai (West) Roosevelt Hospital and Crothal Healthcare as joint employer | 5 | Closed | 7/12/2016 | 8/6/2016 | | | NOC | MULL |
| 32-CA-180043 | CAM-BAS, Inc. d/b/a McDonald's and McDonald's U.SA, LLC, as Joint Employers | ð | Closed | 1/13/2016 | 9/23/2016 | | | NOLL | NOIT |
| 03-CA-180175 | Mercy Hospital of Buffalo Inc. and its single and/or Joint Employer Catholic Health | ð | Closed | 7/14/2016 | 9/13/2016 | 2 Withdrawal Adjuste | | NUL | MULL |
| 36.74.180306 | Discovering Contract of Early Food Street Co-Constitute Inc. et al. Joint Employers | 5 | Open | 7/14/2016 | NULL | 3 MOLL | NULL | NULL | NULL |
| 20.000 40.62 | NUTRICIAL GARGE SEC. BILL OF THE SECRET OF PERSONS AND | 2 | Closed | 2/15/2016 | 10/6/2016 | 1 Rhdrawat Non-adius | NULL | NULL | MULL |
| UZ-CA-180/280 | LONGSAS CHITIATI ATRO DE SATE SE L'ETHATES COLLECTION CLISTOSET SE L'ANNE L'ANNE SE L' | 1 | Clocad | 3/18/2016 | 9/12/2016 | 2 Withdrawal Adjuste | NOLL | NOLL | WALL |
| 03-CA-180232 | Kenmore Mercy Hospital Inc. and its single and/or your Emboyer Carvon, nearth | 5 | 2000 | 2447 12046 | 27.27.2016 | Т | | | MILL |
| 03-CA-180231 | Kenmore Mercy Hospital, Inc. and its single and/or Ioint Employer Catholic Health | 5 | Closed | 0102/01// | 9/13/2010 | т | | 11000 | 1707 |
| 03-CA-180198 | Mercy Hospital of Buffalo Inc., and its single and/or foint Employer Catholic Nealth | 5 | Closed | 7/15/2016 | 9/13/2016 | 2 Mithdrawal Adjuste | | MULL | MOLE |
| 03-CA-180207 | Sisters of Charity Hospital St loseph Campus and its single and/or Joint Employer Catholic Health | 5 | Closed | 7/15/2016 | 9/15/2016 | 2 Mithdrawal Adjuste | | NULL | NOLL |
| DF-CA.180734 | Sisters of Pharity Hospital St Posenh Cambus and its single and/or Joint Employer Catholic Health | ঠ | Closed | 7/15/2016 | 9/15/2016 | 2 Withdrawal Adjuste | | NULL | NULL |
| 100000 | Control Tanks Law Law Course and Arberta Coulder Links American | ð | Gosed | 7/18/2016 | 1/17/2017 | 3 Informal Settlemen | U NOCC | NULL | NULL |
| 10-CA-100304 | Supplies Technology of the State of Sta | 1 | Clocked | 7/18/2016 | 9/28/2016 | 2 Indrawal Non-adius | | NULL | NOIL |
| 12-CA-180412 | Programme Enterprises of Disa including the vencionaria such as some an angre compression | 1 | Joseph Co. | 3/10/30/2 | 2/13/2016 | 2 Methodesanal Adjuste | | NULL | NOIT |
| 03-CA-180245 | Mercy Hospital of Buttako Inc and its single and/or point employer Courses, recasts | 5 8 | | 271077016 | MIST | 1 | - IIIN | NINI | NOIT |
| 22-CA-180636 | Alameda Center for Rehabilitation & Healthcare, LLL, and Companies Management systems, as Jonn employers | 5 3 | - Charles | 2/10/2016 | 1/26/2017 | 3 Michaeleswal Adings | | NIAL | NOTE |
| 05-CA-180723 | Green Leaf Service, Inc. / The Davey Tree Expert Co. (Joint Employers) | 5 1 | 2000 | DAUGACA CA | 0.000,000 | 4 | L | NIII | 1100 |
| 05-CA-180674 | Holeman Enterprises d/b/a McDonald's and McDonald's Corp., as Joint Employers | 5 | Closed | 1/27/2010 | 27.707.00 | 7 | | | |
| 18-CA-180903 | COLUMBIA SUSSEX MANAGEMENT, LLC d/b/a MINNEAPOLIS AIRPORT MARRIOTT AND HOSPITALITY STAFFING SOLUTIO | ঠ | Closed | 7/26/2016 | 6/27/2017 | т | UCC. | NOLL | MOLE |
| 29-CA-180846 | Lisa Management, Inc. and Skipp to My Idly LLC as joint and/or single Employers | ð | Closed | 2/26/2016 | 1/23/2017 | 2 ismissal Non-adjust | | NULL | NOIT |
| 29-CA-180998 | Ditmas Park Care Center and Confidence Management (Joint Employers) | ઇ | Closed | 7/27/2016 | 10/20/2016 | 3 Withdrawal Adjuste | NULL H | NULL | NULL |
| 20.04.181036 | Material Bash Grown 11C and 959 St. Mark Bash 11C.33 initia and/or single employers | 5 | Closed | 7/27/2016 | 2/14/2017 | 3 Withdrawal Adjuste | NULL | NULL | NULL |
| 000000000000000000000000000000000000000 | metrolyponen recently cropped by the environment of the production | 5 | Closed | 7/27/2016 | 9/14/2016 | _ | L | NULL | NOLL |
| 23-CA-101000 | Farming Order Section Contracting Contract | ć | Closed | 7/29/2016 | 9/27/2016 | | L | NOCT | NOIT |
| 04-CA-181157 | Pennsylvania Convention Center Authority, 2016, 4 no Empire and Chip, John Empired | 5 5 | Closed | 3/30/3016 | 10/21/2016 | | L | NULL | NOIT |
| 01-CA-181222 | SSC Mystic Operating Company, LLC Q/D/a Pendieton Meanth & Rendollitation Lenter a single and joint employer with | 5 | 200 | 0.417.942 | THE PARTY OF THE P | | | ININ | NEIL |
| 31-CA-181891 | Pacific Harvest, Inc. / Apid, Inc. as Joint Employer | 5 | - Code | 07/7/7/10 | 2000000 | 1 | | NIN | |
| 15-CA-181339 | Advanced Distributor Products, d/b/a ADP and EMI Staffing, as Joint and/or single employers | đ | Closed | 8/2/2016 | //58/501/ | | | MOLE | WOW. |
| 32-CA-181372 | CAM-BAS, Inc. d/b/a McDonald's and McDonald's USA, LLC, as Joint Employers | ঠ | Closed | 8/2/2016 | 9/6/2016 | _ | | NOLL | MOLL |
| 18-CA-181383 | Pierce Manufacturing, Inc. and Keliy Services as Joint Employers | ర | Closed | 8/2/2016 | 2/20/2018 | _ | | NULL | MULL |
| 29-CA-181610 | Descrit Enterprises of Centereach, Inc., d/b/a McDonald's & McDonald's USA, LLC, as joint or single employer | ర | Closed | 8/3/2016 | 11/23/2016 | 3 Mithdrawal Adjuste | | NULL | NOIL |
| DS-CA-181607 | Hoteman Enterorises of the McDonald's & McDonald's Corporation as Joint and Single Employers | ა ა | Closed | 8/3/2016 | 9/21/2017 | 3 Mithdrawal Adjuste | | NULL | NULL |
| 2C.CA.181613 | I and and Carefina to indust amount with Rivervice Manufacturine | ర | Open | 8/4/2016 | MULL | 3 NULL | NULL | NULL | NULL |
| 30.78.101.00 | FIRE DATE BASE and the Control of th | đ | Closed | 8/8/2016 | 3/3/2017 | 3 Informal Settlemer | _ | NULL | NULL |
| 2007447 | Recognition of the second is a second in a shade and deep formulated Catholic Health | 3 | Closed | 8/9/2016 | 9/12/2016 | 2 Withdrawal Adjuste | L | NULL | NULL |
| 03-04-101/15 | Melitibute retering troughts and the samples against this profit contents to the samples and t | 4 | Clocard | 8/9/2016 | 9/12/2016 | 2 Withdrawal Adjuste | L | NOCE | MOR |
| 03-CA-181702 | Remote Mercy Hospital, Inc. and its single and/or John Employer Carrolle meanin | 5 8 | Const | 2400/3018 | 11/20/2016 | 3 isomiscal Mon-adiust | | NULL | MULL |
| 05-CA-181983 | Green Leaf Service, Inc./Davey Tree Expert Co. (Joint Employer) | 5 1 | 2000 | 0/10/00/0 | A CONTRACTOR | 4 | | | IIIN |
| 05-CA-182074 | Green Leaf Service, Inc./The Davey Tree Expert Co. (Joint Employers) | 3 | Closed | 8/10/2016 | 91.07/05/6 | * | MOLE | MOEL. | 11111 |
| 21-CA-182016 | Purple Communications, Inc. and its Successor and Joint Employer CSOVRS, LLC d/b/a ZVRS | ა | Open | 8/11/2016 | MULL | - | | MULL | MOLE |
| 01-CA-182025 | Temco Service Industries, Inc., International Business Machines Corporation, and Fluor Corporation, individually and as | ð | Closed | 8/11/2016 | 9/20/2016 | 3 thdrawal Non-adjus | | NOLL | NOIL |
| 01-CA-182075 | fearnism of Earliald: the Recellars of Southbort, a simile and foint employer with RestalCare Management Group | ð | Closed | 8/12/2016 | 10/31/2016 | 2 thdrawal Non-adjus | | NULL | NULL |
| 10000 | Sound to the state of the state of the state and the state and the state of Pressect Resiliars of New Haven Res | 5 | Closed | 8/12/2016 | 10/24/2016 | | I NULL | NULL | NULL |
| 01.04.18200 | SEGULATE MAINESTINES COUNTY, SINGLE AND PARTY COUNTY OF THE PROPERTY OF THE PR | 2 | Consort | 8/12/2016 | 8/31/2016 | Mithdrawal Ad | | NULL | NULL |
| 06-CA-182071 | Rice Enterprises, LLC, a Michonago a rearginese, and micronism a vary, take from emproyer- | 5 5 | Closed | 2100/01/2 | 10/25/2017 | _ | | MITT | NULL |
| 07-CA-182143 | Roush Industries, Inc. and Spark Talent Acquisition, Inc., Joint Employers | 5 | Closed | 07177771/0 | 1102/02/01 | - | | | |
| | Onyx Equities LLC, SL Green Realty Corp. and SL Green Operating Partnership, L.P., John Employers | 5 | Closed | 8/15/2016 | 10/4/2016 | _ | | MOLE | 7704 |
| 18-CA-182211 | Paul Davis Restoration & Remodeling (PDR) and Fare Temps (FT) as John Employers | 5 | Closed | 9/10/2016 | 10/20/2010 | | | MOLE | 1100 |
| - 1 | Cassena Care, a single and joint employer with Cassean Care of Norwalk; Cassena Care of Stamford; and Cassena Care of | 5 | Closed | 8/18/2016 | 17/28/2010 | Withdr | | MOLE | 1100 |
| - 6 | Kahtha Group Hotels, Inc. and Manas Hospitality. LLC d/b/a Holiday Inn Express Sacramento, a Single and/orloint Empk | 5 | Open | 8/18/2016 | MOET | 1 | MOLL | NULL | MILL |
| 07-C4-182490 | Michigan Bell Telephone Company and AT & T Services, Inc., Joint Employers | 5 | Open | 8/18/2016 | NULL | 1 | NULL | NOCE | MULL |
| 07-CA-182505 | Michigan Bell Telephone Company, AT&T Services, Inc., Joint Employers | ð, | Open | 8/18/2016 | NOCT | | 6 | NULL | MULL |
| 02-CA-182380 | Phipps Houses and Courtlandt Corners II Housing Development Fund Corporation as single employer; and as Joint emp | ð | Closed | 8/18/2016 | 2/13/2017 | 3 thdrawal Non-adjus | NULL | NULL | MULL |
| | | | | | | | | | |

| Г | | | 2000000 | 2000/21/00 | 2 bhalesusal blan, ading | | | I |
|--|----------|---------|------------|------------|--------------------------|------------|-------|------|
| Т | 5 5 | 00000 | 8/24/2010 | 9/29/2016 | 2 Mithelrawal Adiuste | MINI | NUTT | NULL |
| 25 CF 182791 PERMIT CONSTITUTE AND MERIT INTEGRATED LOCATION AS JOHN EARLINGS | ర | Closed | 8/24/2016 | 9/29/2016 | т | NOLL | NULL | NULI |
| Т | ర | Closed | 8/31/2016 | 5/13/2013 | 3 Informal Settlemen | NULL | NULL | NULL |
| T | ঠ | Closed | 9/1/2016 | 10/3/2017 | 3 Informal Settlemen | MULL | NULL | NULL |
| Т | ð | Open | 9/2/2016 | MULL | 3 NULL | NULL | NULL | NULL |
| Т | 5 | Open | 9/2/2016 | MULL | 3 NULL | NULL | NOLL | NULL |
| T | L | Closed | 9/3/3016 | 5/23/2017 | 2 ismissal Non-adjustu | NULL | MULL | MULL |
| Sanchez Oil & Gas Corporation, Sanchez Energy Corporation, and/or Sanchez Production Partners LP | Ц | Closed | 9/2/2016 | 5/23/2017 | 2 ismissal Non-adjust | MULL | NULL | NULL |
| Ť | | Closed | 9/2/2016 | 1/8/2018 | -1 | MUL | NULL | NULL |
| П | <u>র</u> | Closed | 9/6/2016 | 3/30/2017 | 3 thdrawal Non-adjus | MOL | NUTT | NOLE |
| Leach Painting Company / Painting & Decorating Contractors of America 5t. Louis Chap | | Gosed | 9102/9/6 | 10/11/2016 | 4 | NO.L | 300 | MINI |
| 1 | 1 | Dosed | 9/9/2016 | 11/30/2016 | ~ | MOL. | MILL | NILL |
| | 5 5 | Closed | 9/12/2016 | 10/30/2010 | 3 isoniccal Monadings | MORE | MILL | NITT |
| 1 | 1 | | a/14/2016 | 3/19/7018 | | Mill | NULT | NOLL |
| Winthrop Management, Northwell health, Inc., and Pans Manntenance - management | | Doced C | 9/15/2016 | 2/13/2017 | _ | NOL | MULT | NUL |
| 02-CA-194319 Phypos Houses and Confirmed Confirms in Foreston Personal Fundamental Confirmation and Personal Pe | | Closed | 9/15/2016 | 2/13/2017 | - | NOLL | אחוא | NOLL |
| É | | Closed | 9/20/2016 | 2/7/2017 | _ | NULL | NUL | MULL |
| + | 3 | Closed | 9/21/2016 | 12/28/2016 | $\overline{}$ | NULL | NULL | MULL |
| T | 3 | Closed | 9/26/2016 | 11/16/2016 | 3 ismissal Non-adjusti | NULL | NULL | MULL |
| Malace Facilities Services, LLC and Aramark, Joint Employers | ర | Closed | 9/26/2016 | 12/30/2016 | 3 Ismissal Non-adjusti | MULL | NULL | MULL |
| Phipps Houses and Countlandt Comers II Housing Development Fund Corporation as single employer, and as joint | υ | Closed | 9/27/2016 | 2/13/2017 | П | NULL | NULL | MULL |
| HS Direct, LLC d/b/a Hospitality Staffing Direct & Midwest Maintenance, as Joint and Single Employers | | Closed | 9/28/2016 | 3/23/2017 | т | NULL | NUL | MULL |
| PBS Services, Inc. and Dynamic Building Services, Inc., as a single employer; 505 St. M. | | Closed | 9/28/2016 | 11/22/2016 | 3 Withdrawal Adjuste | NULL | NULL | MCL. |
| T | 3 | Open | 9/30/2016 | NOLL | 3 MULL | MOLL | NOCE | MULL |
| Purple Communications, Inc. and Its Successor and Joint Employer CSDVRS, LLC d/b/a 2 | 5 3 | Oben | 9/30/2016 | MULL | Z WOLL | MOLL | MULL | MILL |
| T | 5 3 | uado | 37.30/2010 | MILL | 3 4000 | 7100/81/01 | MELET | MITT |
| T | 1 | Tocari | 10/5/2016 | 11/30/2016 | 3 thdrawal Non-adjus | NULL | NOU | MULL |
| Tendo pervice industries, inc., international bushiess machines corporation, and minor about the presence occupied to the about the part of the period occupied to the presence occupied to the period of the period occupied to the | | Open | 10/5/2016 | NULL | 1 MULL | NULL | NULL | NULL |
| | ð | Closed | 10/11/2016 | 4/7/2017 | 2 khdrawai Non-adjus | NULL | NULL | WULL |
| ╅ | ঠ | Closed | 10/12/2016 | 11/4/2016 | - | NULL | NULL | MULL |
| Т | Ļ | Closed | 10/13/2016 | 1/19/2018 | 2 Withdrawal Adjuste | NULL | NULL | WULL |
| 1951 N. Milwaukee McDonald's and McDonald's USA, LLC, Joint employers | L | Closed | 10/18/2016 | 12/16/2016 | | NULL | NULL | MULL |
| 28-C4-186509 Purcle Communications. Inc. and its Successor and Joint Employer CSDMRS, LLC d/b/a 2VRS | ర | Open | 10/18/2016 | NULL | _ | NULL | NULL | WILL |
| t | 5 | Closed | 10/18/2016 | 11/3/2016 | 3 thdrawai Non-adjus | NULL | NULL | WULL |
| 01-C4-186466 Black Diamond Networks and Natus Medical Incorporated Upint Employers) | ర | Closed | 10/19/2016 | 1/19/2017 | 3 Ismissal Kon-adjusti | NOLL | NULL | MULL |
| Г | ð | Closed | 10/19/2016 | 12/1/2016 | 3 thdrawal Non-adjus | NULL | NULL | MULL |
| Telemundo Television Studios, LLC, and its joint employers Century Entertainment Con | | Open | 10/19/2016 | NULL | \neg | NULL | NULL | MULL |
| | ð | Closed | 10/24/2016 | 8/7/2017 | т | NULL | NOCE | MULL |
| Preferred Building Services and Ortiz Janitorial Services, Joint Employer | | Closed | 10/24/2016 | 12/21/2016 | s indraws ron-adjus | NOLL | MULL | MULL |
| П | 1 | Cosed | 10/24/2010 | 7107/2011 | т | TINE IN | IIIN | WIII |
| T | 5 8 | Closed | 20/28/201 | 9102/16/21 | $\overline{}$ | MULL | NULL | MULL |
| Т | 5 8 | Closed | 10/41/2016 | 17/13/2016 | $\overline{}$ | NULL | NULL | WULL |
| 31-CA-187562 Donald Balley globa Mc Donalds 5 & Archothads 5 U.N. Lt. as Form Complete. | | Dans. | 11/2/2016 | NULL | 3 MULT | NOLL | NULL | MULL |
| photograph | | Closed | 11/7/2016 | 12/5/2016 | 3 Rhdrawal Non-adjus | NULL | NULL | NULL |
| Winds Management Co. Inc. a McDonald's Franchise, and McDonald's USA, 11C, Join | ð | Closed | 11/9/2016 | 12/14/2016 | 2 khdrawal Non-adjus | NULL | NULL | MULL |
| Crys Delivery and installation, 11C (Crys), and Linn Star Transfer, Inc. (Linn) as joint emi | ర | Closed | 11/10/2016 | 12/28/2016 | 3 ismissal Non-adjuste | NULL | NULL | MULL |
| Dison Foods d/b/a McDonalds & McDonald's Corp., as Joint and Single Employers | ర | Closed | 11/10/2016 | 11/17/2016 | 2 thdrawal Non-adjus | NULL | NULL | MULL |
| Г | ర | Open | 11/10/2016 | NULL | 3 NULL | NULL | NULL | MULL |
| Usa Management Inc. and Skipp to My Lilly LLC, as joint and/or single employers | ర | Closed | 11/14/2016 | 1/5/2017 | thdraw | NOLE | NOLL | MULL |
| Fareri Associates, LP, Greenwich Park, LLC, Greenwich Premier Services Corp, and Bren | | o d | 11/15/2016 | NOLL | 2 Micheleman Adiusta | N I | NILL | MILI |
| Т | | Closed | 11/15/2016 | 2/28/2017 | 3 chdrawal Non-adjus | MULL | NOCE | NOCT |
| 28-42-188241 The City of Lax Vegas & The Frencht Street Experience Entitle Employer; | 5 8 | Closed | 11/17/2016 | 12/12/2016 | 1 thdrawal Non-adjus | NULL | NOLL | NUCL |
| Т | L | Open | 11/17/2016 | NULL | 3 NULL | NULL | NULL | MULL |
| 102-(47,18840) LUUMIN TAUGNUT HULL KANDON TAURUS TANNING TOO 100 JUNE TANNING | L | Closed | 11/18/2016 | 12/5/2016 | 3 thdrawal Non-adjus | NULL | NULL | NULL |
| 20-C-V-2009-9 Institution and Sectional Americanian Section Section (Individually, and 85 Joint Employers and 20-C-V-2009-9 Individually, and 20-C-V-2009-9 Individu | L | Closed | 11/18/2016 | 3/19/2018 | | NULL | NULL | NULL |
| Son W. Madison Street McDonald's and McDonald's USA, LLC, Joint employers | L | Closed | 11/21/2016 | 12/12/2016 | | NULL | NULL | NULL |
| Т | ঠ | Closed | 11/22/2016 | 12/20/2016 | \neg | NULL | NULL | NULL |
| Meg-Nik, Inc. d/b/a McDonald's, and McDonald's USA, LLC, joint employers | Ц | Closed | 11/28/2016 | 12/27/2016 | \neg | NULL | NULL | MULL |
| 06-CA-189010 Rice Enterprises, LLC, A McDonaid's Franchisee, and McDonaid's USA LLC, Joint Employers and Darren Robert/Roberts | S) | Closed | 11/28/2016 | 6/13/2017 | \neg | NULL | NUCL | MULL |
| MCES, INC. | _ | Closed | 11/30/2016 | 12/13/2016 | ismissal Non-adjusti | MULL | MULL | MUC |
| AEG Facilities LLC and AEG Management Brooklym LLC, a Single Employer and Brooklym Events Center LLC, Joint | Emplo | Closed | 12/1/2016 | 11/2/1/11 | 3 Informal Settlemen | MARIE | MULL | MULL |
| 13-CA-189171 282'S: Cicero Avenue McDonald's and McDonald's LCL, John employers | 5 5 | Closed | 13/3/3016 | 1/19/2018 | т | MULL | MULT | NULL |
| t, ne general e u | | Closed | 12/5/2016 | 10/19/2017 | 3 Informal Settlemen | MULL | NULL | MULL |
| \top | 3 | Closed | 12/5/2016 | 10/19/2017 | 3 Informal Settlemen | NULL | MULL | MULL |
| | ర | Closed | 12/5/2016 | 3/31/2017 | 3 thdrawal Non-adjus | NULL | NULL | MULL |
| П | 5 | Closed | 12/5/2016 | 1/19/2017 | 3 thdrawal Non-adjus | NULL | NULL | MULL |

| A4 60 105000 | CONTINUES AND CONTINUES DASTINED IT AND CONTINUES CONTINUES DASTINES WITH THE FOOL AND THE FOOL | 2 | Goon | 3/9/2017 | NULL | m | MULL | NOLL | NULL | NOLL |
|---------------|--|----------|---------|------------|------------|---------------|----------------------|------|-----------|-------|
| 10-CA-1945R6 | MADE Workforce Solutions & Mercedes Benz Vans. as Joint and Shake Employers | 5 | Closed | 3/10/2017 | 9/1/2017 | 3 ismiss | smissal Non-adjuste | MULL | NULL | NULL |
| 04-CA-194863 | TenEx Technologies, LLC; Prime Rock Energy Capital, LLC; and Preferred Proppants, LLC d/b/a Preferred Sands, (Joint E | ర | Open | 3/15/2017 | NULL | e | NULL | NULL | NULL | NULL |
| 29-CA-194926 | J and J Farms Creamery; Gowanus Staffing, Inc. a single or joint employer | ర | Closed | 3/16/2017 | 10/30/2017 | 3 ismis | ismissal Non-adjust | MULL | NULL | NOEL |
| 29-CA-195095 | Streed It USA, Inc. a wholly owned subsidiary of Stericycle, Inc., and Stericycle, Inc. Joint Employers | క | Closed | 3/17/2017 | 2/6/2018 | 3 Infort | Informal Settlemen | MULL | TOUT | NOC. |
| 25-CA-195203 | Versant Supply Chain and 65N/LIDS Joint Employers | গ্ৰ | Closed | 3/1/201/ | 6106/36/3 | 2 sheep | morawai Non-adjus | MOLL | MOLL | MILL |
| 25-CA-195215 | Versant Supply Chain and BSW/LIDS XXXII Employers | 5 5 | 2000 | 2/24/2017 | 6/29/2018 | , thda | rhdrawal Non-adime | MINI | NULL | NOIT |
| 31-CA-195623 | Widdie's XUGGS, LLC as a single or joint emproyer, or allor ego, or some magne, mil. **Eff c. distant 1. C a SEC 84 minerance Brookleys I.C. > Single Employer and Brookleys Event (Finish I.C. Joint Employer) | 5 3 | Closed | 3/27/2017 | 11/2/2017 | $\overline{}$ | Informal Settlemen | MULL | NULL | NULL |
| 29-CA-193816 | CALIFORNIA CADTAGE COMPANY II CAND OBJENT TALLY COMPANY INC. A SINGLE EMPLOYER AND CORE EMPLOYER | 3 | Closed | 3/27/2017 | 5/4/2017 | 3 thdra | thdrawal Non-adjus | NULL | NULL | NULL |
| 05-CA-195813 | | ర | Closed | 3/27/2017 | 5/31/2017 | 3 Witho | Withdrawat Adjuste | MULL | NULL | NOLL |
| 01-CA-195657 | Recal Care Management Group LLC a single and joint employer with RegalCare of New Haven, RegalCare of West Have | ర | Closed | 3/28/2017 | 1/19/2018 | 2 Infor | Informal Settlemen | MULL | NULL | NULL |
| 29-CA-195682 | Streed It USA, Inc. a wholly owned subsidiary of Stericycle, inc., and Stericycle, Inc. Joint employers | ర | Closed | 3/28/2017 | 2/6/2018 | 3 Infort | Informal Settlemen | NULL | NULL | NOLL |
| 14-CA-195717 | Trillium Staffing Solutions and Bachards Building Supply Co., Joint Employers | ర | Closed | 3/28/2017 | 4/21/2017 | 3 ismis | ismissal Non-adjuste | NULL | NULL | NOLL |
| 13-CA-195786 | Fillmore Hospitality and Doubletree Oak Brook, John employers | ర | Closed | 3/29/2017 | 11/17/2017 | 2 Ismis | ismissal Non-adjuste | NULL | NULL | NULL |
| 08-CA-195807 | Healthcare Service Group, Inc. [Healthcare Services], CommuniCare Health Services d/b/a Advanced Healthcare (Comm | ర | Closed | 3/29/2017 | 6/20/2017 | 2 thdra | thdrawal Non-adjus | MULL | NULL | NULL |
| 31-CA-196212 | Pacific Harvest, Inc. / Abio, Inc., as Joint employer | ర | Closed | 3/29/2017 | 6/29/2017 | 2 ismis | smissal Non-adjuste | NULL | NULL | NULL |
| 13-CA-195770 | Yanett Gorzalez d/bla ABS LLC and/or its alter ego ABS LLC and interpart, LLC joint employers | ర | Closed | 3/29/2017 | 10/27/2017 | 1 thdra | wal Non-adjus | NULL | NULL | NULL |
| 12-CA.195881 | Council on Aeino of St. Lucie. Inc. and FrankCrum 4. Inc. and FrankCrum Corporate, Inc. as single and/or joint employed | ర | Closed | 3/30/2017 | 4/13/2018 | 1 ismis | ismissal Non-adjuste | NULL | NULL | NOUL |
| 16-CA-133001 | Control of Agric State Land, for a few formal and the state of the sta | 3 | Closed | 3/31/2017 | 5/9/2017 | 3 Witho | Withdrawal Adjuste | MULL | NULL | NOT |
| 21-04-130130 | Factor to the Section of the Section Control of Section Sectio | S. | Closed | 4/4/2017 | 6/27/2017 | 2 thdrawal | wal Non-adjus | MULL | NULL | NOLL |
| 10.CA 106333 | Promotive cape in the control of the | ర | Closed | 4/4/2017 | 2/15/2018 | 2 Infort | Informal Settlemen | NULL | NULL | NULL |
| 03.CA.106228 | Train America 1.C. surface MV II.C. A Single Employer and JAD Transportation, Inc., a Joint Employer | ర | Open | 4/4/2017 | KULL | | NULL | MULL | NULL | NOLL |
| 07-C4-190550 | TWO THE CONTROL TO SELECT TO THE CONTROL THE CONTROL TO THE CONTRO | 3 | Gosed | 4/10/2017 | 5/11/2017 | 2 thdra | thdrawal Non-adjus | NULL | NULL | MULL |
| W. CA 106566 | Contract Tools in the State Library Mandrett Inc. of My State Contract Cont | ð | Closed | 4/11/2017 | 6/23/2017 | 2 thdra | thdrawal Non-adjus | MULL | NULL | NULL |
| 00-C4-130300 | Under Legicy The Complete Control of the Control of | ర | Closed | 4/12/2017 | 5/22/2017 | $\overline{}$ | thdrawal Non-adjus | MULL | NULL | TION |
| 74 CA. 106037 | Arra Excitibles 11 and 86 Management Brookkin 11C a Single Employer and Brookkin Events Center 11C. Joint Emplo | ర | Closed | 4/14/2017 | 2/13/2018 | 3 Infort | Informal Settlemen | MUL | MULL | NULL |
| 29-CA-196926 | The Committee of C | 3 | Closed | 4/14/2017 | 9/29/2017 | 3 ismiss | ismissal Non-adjuste | NUL | NULL | NULL |
| 20 CA. 103035 | Street in 184 Inc. a whole remed subsidiary of Steriovice. Inc. and Steriovice. The John employers | ర | Closed | 4/17/2017 | 2/6/2018 | 3 Infort | Informal Settlemen | MULL | NULL | NULL |
| 10.CA.107031 | MAIL Workforms Contribute & Mercedes Benz Vans. as Joint and single employers | ర | Closed | 4/18/2017 | 5/10/2018 | 2 Inform | Informal Settlemen | MULL | MULL | NULL |
| 10 CA 103113 | Introduces land Many Condensition and Erec George Sectionaries as intelligences | ర | Closed | 4/19/2017 | 6/23/2017 | 3 thdra | thdrawal Non-adjus | NULL | MULL | NULL |
| 32 Ce 107307 | SOUR CETTIES THE NEXT A CONTROLLING BINGS THE SECURIOR SHOWN TO PROVIDE THE PERFORMANCE. THE A T. T. AREA OF A STAN A SECURIAL SHOWN IN THE SECURIOR SHOWN THE PROVIDE THE PERFORMANCE. THE A T. T. T. AREA OF A STAN A SECURIOR SHOWN IN THE SECURIOR SHOWN THE S | 3 | Closed | 4/19/2017 | 4/26/2017 | 3 Witho | Withdrawal Adjuste | MULL | NULL | NULL |
| 107/61-87/77 | FIGURE STATE INVESTMENT REPORT OF A STATE OF THE STATE OF THE STATE OF THE STATE INVESTMENT REPORT OF THE STATE OF THE STA | 2 | Closed | 4/19/2017 | 7/20/2017 | 3 thdra | thdrawal Non-adjus | NULL | NULL | NULL |
| 13-CA-13/130 | NIVET NOTH FARMING REMAINS, FITTING FAIR AND ASSESSMENT OF A STATE | 5 | Closed | 4/20/2017 | 6/11/2018 | 1 thdra | thdrawal Non-adius | MULL | MULL | MULL |
| 02-CA-197299 | TOSPITATION, TEX. UV | 5 2 | 1 | 4/21/2017 | 7/24/7017 | 2 thdra | Phyliawal Non-adius | MULL | NOLL | MULL |
| 29-CA-197312 | Back Photo & Electronics Corp. and R. & J. Crew Inc., as John Employers | 5 2 | Pased C | 4/24/2017 | 6/16/2017 | 2 thdra | thdrawal Non-adius | MULL | NULL = | NOLL |
| 31-CA-197502 | P. Bannane Account | 5 | Closed | 4/24/2017 | 6/16/2017 | 2 thdra | thdrawal Non-adius | MULL | NOLL | NULL |
| 31-CA-197478 | DAIROING CHILCIS | 5 5 | Clocked | T10C/8C/A | 6/22/2017 | 3 Witho | Withdrawal Adjuste | NULL | NULL | NULL |
| 02-CA-197541 | Related Companies and Istiman Construction Corp. 35 Joint employers | 5 8 | Const | 4/27/2017 | NULL | - | NULL | MULL | NULL | NOU |
| 10-09-19/692 | WIAL WORKING & SOURCES SOURCES SENTENCES SENTENCES OF SENTENCES SENTENCES | 2 | Chocad | 4/29/2017 | 7/31/2017 | 2 thdra | thdrawal Non-adjus | MULL | NULL | non |
| US-CA-198021 | East CAST United grounds 11st, start 1 roams persons are as some and programmer a | ð | Closed | 5/1/2017 | 9/27/2017 | 3 ismis | smissal Non-adjuste | NULL | NULL | TION |
| 10-CA-19/898 | Neste Purina, Andrecco, sont Employers | 5 | Closed | 5/3/2017 | 6/13/2017 | 3 Witho | Withdrawal Adjuste | NULL | NULL | NOLL |
| 31-CA-198218 | Pacific Harvest, Inc., Ageo, Inc., as soon employee | 5 8 | Closed | 5/3/2017 | 7/28/2017 | т | thdrawal Non-adjus | MULL | NULL | NULL |
| 31-CA-19821/ | Pagetti Harvest, IRC, Agles, IRC, as Joseft English Englishes and Econolism English II Florid French | 5 2 | Closed | 5/4/2017 | 1/10/2018 | 3 Infor | Informal Settlemen | NULL | NULL | NOCE |
| 29-CA-198192 | AEG FACILITIES LICEAND AEG MANAGEMENT BROUGHT LICEA SINGLE EMPROYER and BROUGHT EVENTS CONTROLLED FOR THE BROUGHT FOR THE PROPERTY AND BROUGHT EVENTS CONTROLLED FOR THE PROPERTY OF THE PROPE | 5 2 | Closed | \$/4/2017 | 1/10/2018 | т | Informal Settlemen | NULL | NULL | NOLL |
| 29-CA-198194 | AREA PARITIES LIC AND MATRICES IN THE CONTROL OF A BUILDING EMPEROR AND OF COMPANY CONTROL OF CONTR | 3 | Closed | 5/4/2017 | 7/31/2017 | $\overline{}$ | ismissal Non-adjusti | NULL | NULL | NOCT |
| 13-CA-198133 | API, Logistics and Progress Rail, Single and John Employers | 5 2 | Closed | 5/4/2017 | 12/8/2017 | 2 Infor | Informal Settlemen | NULL | NULL | NOLL |
| 29-CA-198130 | BA Baseball Co., LLC q/g/a Liberts ballpark Co., LLC and Fust Quenty Manuciparks, Cr. V/ya Pallance Comming Services | 5 3 | Closed | 5/4/2017 | 8/2/2017 | т | Withdrawal Adjuste | NULL | NULL | NOLL |
| 12-CA-198184 | teaploree, Inc. and Google, Inc., John Employers | 5 2 | Closed | \$75/2017 | 12/18/2017 | $\overline{}$ | ismissal Non-adjusta | NULL | NULL | NOLL |
| 06-CA-198261 | PG Publishing Company, Inc., and book Communications, Inc., a single uniquyer and some uniproper | 5 2 | Closed | \$/\$/2017 | 2/20/2018 | 1 | thdrawal Non-adjus | NULL | NULL | TION |
| 18-CA-198208 | Prece Wantiacturing, Int., and new yerwite as pour Elipingers | 1 | Open | \$/9/2017 | NOLL | | NULL | NULL | NOLL | NOTE |
| U2-CA-158936 | HATH ADMINISTRATING THE STATE OF STATE OF THE SECURITY OF THE | 8 | Open | 5/11/2017 | NULL | ~ | NULL | NULL | NOCE | NOLL |
| 01-CA-156/05 | BOOK STIEL COLUMN AND BLIS SERVICE CONTINUE TO THE COLUMN STIEL COLUMN | ð | Closed | 5/12/2017 | 7/25/2017 | 2 thdra | thdrawal Non-adjus | NOLL | NULL | WULL |
| 01-CA-136/36 | cat 760. Health and V | 3 | Closed | 5/15/2017 | 2/15/2018 | 2 Infor | Informal Settlemen | NULL | NULL | WOLL |
| 45 64 100078 | Parameter of the American and Management 11 of Alivia the Cheraton Anchorage John and/or Single Employer with Ashford TRS | 3 | Open | 5/15/2017 | NULL | . 2 | NULL | NOLL | NULL | WULL |
| 13-64-13-601 | nettering controlling and recogning in the second balance is and fill framework beliefed if Commercial Mor Services. In | 5 | Open | 5/16/2017 | NULL | rr) | NULL | NULL | NULL | NULL |
| Oc-CA-196911 | LIN STORY OF THE SUSPENIES OF CHIEF IN THE STORY OF THE S | 5 | Closed | 5/12/2017 | 5/17/2018 | 3 thdra | thdrawal Non-adjus | NOLL | NULL | TION |
| 04-C4-198944 | 2305 Rancocas Road Operations LLC g/D/a Marcena Center as single or John Graphore Wilhigh International Contract Contrac | 3 | Closed | 5/17/2017 | 12/6/2017 | 2 Ismis | ismissal Non-adjuste | NULL | NULL | MULL |
| 13-CA-198963 | LA PEVING LILL AND POWER FEVING LOTS IN LANG. TO THE THE PROPERTY OF THE CONTINUE OF THE PERTY O | 2 | Clocked | S/18/2017 | 9/21/2017 | 2 khdra | thdrawal Mon-adjus | NULL | NULL | NAULL |
| 31-CA-200798 | ABM Business and industry (Wather Corporate Lenter) and DCL JODG (as Industry as Industry (Wather Corporate Lenter) and DCL JODG (as Industry Comments as Industry (Wather Corporate Lenter) and Industry (Wather Comments as Industry Comments as Industry (Wather Comments as Indu | 5 5 | Closed | 5/18/2017 | 9/21/2017 | 2 thdra | thdrawal Non-adjus | NULL | NULL | MULL |
| 31-CA-200793 | NAMES (WILLSHIRE FORDER) SIN DEL, DOUBLES ENVIRONS | 5 2 | Chocad | 5/18/2017 | 9/28/2017 | т | Withdrawal Adjuste | NULL | NULL | MULL |
| 19-CA-199094 | Leapforce Inc. and Google, Inc. Joint Employers | 5 8 | Page 1 | C/18/2017 | 11/24/2017 | 2 With | Withdrawal Adjuste | NULL | NOIL | TION |
| 20-CA-199114 | Planet PrePro and Restoration Hardware, as joint employers | 5 ; | Closed | 5/18/2017 | MILL | ┰ | MITT | NOTE | 1/24/2018 | NALL |
| 07 CA 199193 | Silverstar Delivery LTD, Gold Standard Transportation and Amazon Legistics, Inc., Joint Employers | 5 5 | 1000 | 5/10/2017 | MERT | | MULT | NULL | 3/22/2018 | NULL |
| 07-CA-199193 | Silverstar Delivery LTD, Gold Standard Transportation and Amazon Logistics, Inc., John Employers | 5 3 | - Const | C110/2013 | 5/15/7019 | 2 C | Withdraws Adjuste | NULL | NULL | WALL |
| 07-CA-199246 | Grand Blanc Rehab Center, LLC a/K/a Genesee Care Center and The WellBridge Group, Inc. as John Employees | 5 2 | Closed | 2107/01/2 | 5/16/2018 | ~ | Mithdraws Admiste | NISI | NULE | NOLL |
| 07-CA-199240 | Grand Blanc Rehab Center, LLC a/t//a Genesee Care Center and The Wellbringe Group, Int., 43 John Employers | 5 8 | Cocad | 5/22/2017 | 9/29/2017 | _ | ismissal Non-adjuste | NOLL | NULL | NULL |
| 29-CA-199362 | AEG FACILITIES LIC and AEG Management Brooking Lic, a pingie Empioyer and decoupy exercis services and some and | 5 5 | Closed | 5/22/2017 | 6/27/2017 | _ | Withdrawal Adjuste | NOLL | NOLL | NULL |
| 07-CA-199282 | Panera, LLL, and Panera bread Company and Mania Development Goods, CLL, and Diego of Cre, Class of Control of | 5 3 | Closed | 5/24/2017 | 7/19/2017 | $\overline{}$ | thdrawal Non-adjus | NULL | NULL | NULL |
| 09-CA-199555 | BOODESSIONS DEVAND FROM THE AND PERSONNESS FOR THE CONTRACTORS LLC. NOINT EMPLOYERS | 3 | Open | 5/24/2017 | MULL | | NULL | MULL | NULL | אחור |
| 31.CA.109678 | Hospital of Bactow Inc. alf/s Bactow Community Hospital Community Health Systems, Inc., and/or Community He | ර | Open | 5/26/2017 | NULL | ~ | NULL | NULL | NULL | NOLL |
| 06-CA.100590 | Retro English Inc. / Green Johnsons, LLC (Joint Employees) | ర | Open | 5/26/2017 | MULL | 2 | NULL | MULL | 3/26/2018 | NULL |
| 05-CA-19937U | Retro Environmental, INC. / Green Jouwson As, etc. point emproperay | í | 1 | | | | | | | |

| | | | | , 101 | a management and a series | | | |
|--|----------------|----------------|--------------|-------------|---------------------------|-----------|-----------|-------|
| OP-RC-136179 (83 SQLVINGHS LIC AND SYSTEMS SUPPORT ALTERNATIVES, INC. (JOHN EMPLOYERS) | RC | Closed | 9/8/2014 | 9/22/2014 | 3 thdrawal Non-adjus | NULL | NULL | NUL! |
| | RC | Closed | 9/26/2014 | 10/14/2014 | \neg | NULL | NUEL | MULL |
| П | ۳ | Closed | 12/3/2014 | 1/21/2015 | 3 ertification of Resul | NULL | NULL | MULL |
| 29-RC-142270 Long Island Living Center/Staff-Pro, as joint employer | 2 2 | Closed | 12/5/2014 | 12/12/2014 | 3 chdrawal Non-adjus | NOI. | NULL | NOLL |
| SAALEX CORP dba Saalex Solutions, Inc. and Exels Inc., Joint Employers | 2 8 | Closed | 12/19/2014 | 1/27/2015 | 3 Lifte of Representa | MULL | NOCI | MOLT |
| Т | 2 6 | Coxed | 2/20//01/2 | 3/14/2010 | 3 tife, of Representa | MOLL | MOLL | MOLE |
| Т | 2 2 | Clocad | 2/25/2015 | 3/3/2015 | 3 thdrawal Non-adjus | | MINI | MUL |
| Т | 2 2 | Closed | 3/9/2015 | 4/20/2015 | 3 11ft of Rentecents | AN H I | MIII | NITI |
| 18-44-18-18-19-18-18-18-18-18-18-18-18-18-18-18-18-18- | 2 2 | Closed | 3/11/2015 | 3/24/2015 | 3 Photrawal Non-adjus | MULL | NUIT | NULL |
| Green Leaf Services, Inc. & The Daves Tree Expert Company, as Joint Employers | ¥ | Closed | 4/28/2015 | 6/8/2015 | 3 tific, of Representa | NULT | NULL | NULL |
| Т | SC. | Closed | 5/12/2015 | 5/19/2015 | ۳ | NULL | NULL | MULL |
| Г | RC . | Closed | 6/22/2015 | 12/22/2015 | $\overline{}$ | NULL | 3/8/2016 | MULL |
| Hwaseune Automorise Alabama, LLC and Hwaseune Automotive USA, LLC, Joint Employ | ž | Closed | 7/24/2015 | 8/31/2015 | 3 ertification of Resul | NULL | NOCT | TION |
| 117.179 West 116 HC 134-135 West 116 HC 141 West 116 HC 230 West 116 HC 243 | 2 | Closed | 10/15/2015 | 11/23/2015 | 7 | NULL | NULL | NOLL |
| 18-RC-164052 KAL-SERY AND STAFFING SOLUTIONS SOLUTHWEST, INC., OBA PROLOGISTIX AS JOINT EMPLOYERS | RC | Closed | 11/12/2015 | 12/17/2015 | _ | NACE | NULL | NULL |
| Vanouish Group, Inc. and NYC Building Services Inc. as Joint Employers | S _C | Closed | 11/23/2015 | 1/15/2016 | - | NULL | NULL | NOLL |
| Т | 2 | Closed | 12/3/2015 | 12/9/2015 | - | NULL | NULL | NULL |
| Ι. | RC | Closed | 1/21/2016 | 1/26/2016 | _ | NULL | NOLL | NULL |
| J. | 22 | Closed | 2/19/2016 | 3/21/2016 | 3 ertification of Resul | MULL | MULL | NULL |
| ١. | 2 | Closed | 3/9/2016 | 4/12/2016 | - | NULL | MULL | NOLL |
| 72302 Applied Integrated Technologies, Inc., and Paragon Systems, Inc., Joint Employers | RC | Closed | 3/18/2016 | 3/24/2016 | 3 shdrawal Non-adjus | NULL | NUIT | MULL |
| 102 RC-177108 Haistead Management Company and 505 Condominatum as a Joint Employer | RC | Closed | 3/18/2016 | 3/29/2016 | 3 thdrawal Non-adjus | NULL | NULL | MULL |
| Kyrous Realty Group, Inc. and Ellington Owners Corp., as a joint Employer | RC | Closed | 3/18/2016 | 4/21/2016 | 3 tific. of Representa | NULL | NULL | NULL |
| Comprehensive Services for the Developmentally Disabled and Allied Human Services | RC | Closed | 3/21/2016 | 5/17/2016 | 3 entification of Resul | NULL | NULL | MULL |
| 29-RC-172427 World Class Demolition Corporation and New World Interior Cleanout Services Inc. as Joint and/or Single Employers | RC | Closed | 3/22/2016 | 9/19/2017 | $\overline{}$ | NULL | NULL | MULL |
| 31-RC-172774 Apio, Inc. and Pacific Harvest, Inc. as joint employers | RC | Closed | 3/29/2016 | \$/30/2016 | _ | NULL | NUCL | NOLL |
| П | 2 | Closed | 4/1/2016 | 4/7/2016 | 3 thdrawal Non-adjus | NOLL | NOCC | NULL |
| Т | 2 | Cosed | 4/13/2016 | 5/11/2017 | \neg | MULL | NOLE | MOL |
| Т | 2 2 | Closed | 5/2/2016 | 9/07/9/5 | 3 students and adjuste | NOLL | NOCE | MULL |
| Т | 1 2 | Total Control | 5/10/2/15 | 2/32/2016 | 3 Pife of Represents | NIEL | NON | MILLI |
| US-4C-1//211 PHSL MARRAGEMENT SETWINES, INC. BITTLE THE TRANSPORT HIS TOTAL EMPROYEES | 2 8 | Cooper | 5/31/2016 | 12/28/2016 | 3 Aertication of Becui | TIEN N | I | MULE |
| D-ACC-1772 DO Pringless Links Mark Toury Tever Against restrict to construct and construction of the principle of the princip | , S | Closed | 6/1/2016 | 7/6/2016 | 3 ertification of Resul | NOC | MULL | NULL |
| Т | 2 | Closed | 8/5/2016 | 9/9/2016 | 3 Lific. of Representa | MULL | MULL | NULL |
| Т | 2 | Closed | 8/9/2016 | 9/9/2016 | 3 tific, of Representa | NULL | MULL | NULL |
| Т | RC | Closed | 8/30/2016 | 9/9/2016 | - | MULL | MULL | MULL |
| 05-RC-183442 Retro Environmental, Inc. & Rath Enterprises, Inc. (Alter Egos) & D&H Demolition, LLC (Joint Employers) | RC | Closed | 9/1/5016 | 6/7/2017 | 3 Withdrawal Adjuste | NULL | NUCL | MULL |
| Franklin Center for Rehab & Towne Nursing Staff, Inc./Joint Employer | ñ | Closed | 9/16/2016 | 9/23/2016 | thdraw | NULL | NUCL | MULL |
| П | <u>ي</u> ا | Open | 11/28/2016 | NOUL | 3 MUSIL | MOEL | NUCL | MULL |
| 22-RC-189625 Olam Americas and Advantix Logistics, as a Joint Employer | y c | Closed | 9707/6/71 | 4/20/201/ | \neg | MOLE | NICE | MILL |
| Т | 2 2 | Page 1 | 3/3/3017 | 47.007.02 E | 3 rife of Baneacants | NILL | NULL | MULL |
| 113-FC-72230 FORTINET COMMUNICATIONS OF THE ADMINISTRATION COMMUNICATION OF THE COMMUNICATION | 2 2 | Closed | 2/16/2017 | 3/23/2017 | 1 | NOLL | NULL | NULL |
| 04-RC. 195117 Frontier Communications of Pennsylvania, Citizens Telecom Services Co., LLC (Joint Employers) | RC | Closed | 3/20/2017 | 4/20/2017 | П | NULL | NULL | NOLL |
| Ī., | RC | Closed | 3/29/2017 | 4/18/2017 | | NULL | NULL | NULL |
| П | ñ | Closed | 4/3/2017 | 4/12/2017 | - | MULL | NULL | NULL |
| 5550 Global Precision Systems, LLC and Asset Protection & Security Services, LP (Joint Employers) | PC. | Closed | 4/10/2017 | 6/16/2017 | | NULL | NOU | NOCE |
| 01-RC-198316 DHL Express USA Inc./ dba Northeast Freightways Inc. (Joint Employer) | ž | Closed | 5/8/2017 | 5/10/2017 | | MULL | MULL | NULL |
| 9625 PROFESSIONAL DRYWALL CONCEPTS INC., PERFORMANCE COMMERCIAL CONTRACTORS, LLC AND BRASFIELD & GORRI | 2 1 | Cosed | 5/30/2017 | 7/24/2017 | 3 ismissal Non-adjuste | MURI | MULL | NUIL |
| Paragon Systems, Inc. and Athena Services International, John Employers | 2 8 | Cosed | 6/16/2017 | 6/23/2017 | +- | MINI | MUII | NOLL |
| 09-462-200782 PROFESSIONAL DRIVENED AND CONTRACTOR LICE ACCORDING LICE AND PERFORMANCE CONTRIBUTIONS OF RECEIVED AND CONTRACTOR LICE AND CONTRACTOR LICE AND ADDRESS CONTRACTOR OF RECEIVED AND CONTRACTOR LICE AND CONTRACTOR LICE AND ADDRESS CONTRACTOR OF RECEIVED AND CONTRACTOR LICE AND CONTRACTOR LICE AND ADDRESS CONTRACTOR LICE AND ADD | 2 2 | Closed | 6/30/2017 | 6/22/2018 | 7 | MULL | MULL | NULL |
| 024C20130 TET NEW TOTAL TO OCCUPANT TO THE TOTAL TOTA | 2 22 | Closed | 7/24/2017 | 8/24/2017 | + | NULL | NULT | NULL |
| On the Control of American Rate Protective Services and Paraeon Systems. Inc. as Joint Employees | 2g | Closed | 8/17/2017 | 10/10/2017 | 3 tific. of Representa | MULL | NULL | MULL |
| 78.45.26.379 Praetoring Shield Inc. and Paraeon Systems Inc. as Joint Employers | SC. | Closed | 9/18/2017 | 11/7/2017 | 3 tific. of Representa | NULL | NOLL | MULL |
| | | | | - | | | | |
| 28.80.13.164 The Greaterh Condominitions and Akam Accordates as Joint Employers | 92 | Closed | 1/24/2014 | 1/28/2014 | 3 thdrawal Non-adjus | NULL | NULL | NULL |
| ┰ | 2 | Closed | 4/25/2014 | 6/4/2014 | 3 khdrawal Non-adjus | NULL | NULL | MULL |
| Т | RD | Closed | 7/22/2016 | 8/19/2016 | 3 tific, of Representa | NULL | NULL | WULL |
| Г | RO | Closed | 3/31/2017 | 5/5/2017 | 3 ertification of Resul | NULL | NULL | NULL |
| г | nc | Closed | 10/15/2014 | 11/28/2014 | 2 thdrawal Non-adjus | NULL | NULL | NULL |
| 25-UC-159568 FALCON TRUCKING, LIC AND RAGLE, INC., A SINGLE EMPLOYER AND/OR JOINT EMPLOYERS | nc | Closed | 9/8/2015 | 5/3/2016 | 3 thdrawal Non-adjus | MULL | MULL | NULL |
| П | S) | Closed | 5/3/2017 | 5/5/2017 | 2 thdrawal Non-adjus | NULL | NULL | MULL |
| Browning-Ferris Industries of California, Inc., d/b/a BFI Newby Island and FPR-II, LLC d/b/ | 'n | Closed | 5/8/2017 | 5/11/2017 | | NULL | NULL | NULL |
| П | 9 | Closed | 9/2/2015 | 11/18/2015 | | MULL | NULL | NOLL |
| | γ, | Closed | 12/23/2014 | 12/24/2014 | | MULL | MULL | NULL |
| 19-AC-206531 Security Services, USA, Inc. and Bechlei National, Inc. (Joint Employers) | ¥ 8 | Dosed Cosed | 9/20/201/ | /102/17/21 | 2 (Indrawal Non-adjust | MULL | WULL | NOLL |
| ASSESSMENT OF THE STATE OF THE | 1 | 2 | 2,400,400,00 | 4,427,421 | | 1/34/2023 | 4 CJ COTA | 1700 |

| 2-C2-1015131 Local 1-2-C2-101532 Local 1-2-C2-10154 Local 1-2-C2 | MULL | MULL | MULL | NULL | MULL | NULL | NULL | NULL | NULL | MULL | NULL | NULL | NULL | NULL | MULL | NULL | MULL | MULL | MULL | MULL | NULL | NULL | NULL | NULL | NULL | NULL | MULL | MULL | MULL | MULL | MULL |
|--|---|----------------------|-----------|---|--|----------------------|----------------------|--|----------|---|----------------------|--------------------|--------------------|----------------------|-----------|--------------------|------------|----------------------|----------------------|--------------------|--------------------|--|----------------------|----------|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| A Machine in Transition of Plant (Consideration of Plant) 9/6/2013 3 Informal Statemen of Consideration of Consideratio | NUCL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | MULL | NULL | MULL | NULL | NULL | NULL | NULL | NULL | NUCL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL |
| Maintenance Plus Inc., as a single CG Coeed \$104/0013 9/8/7013 3 Active internance Plus Inc., as a single CG Coeed \$178/2013 1/26/2013 3 Active internal control of the Composition of the Coeed \$178/2013 11/27/2013 3 Be Maintenance Plus Inc. as a single CB Coeed \$178/2013 11/27/2013 3 Sig Winchest English Services Inc. CB Coeed \$178/2014 \$177/2014 2 Sig Winchest English Services Inc., and CB CB Coeed \$178/2014 \$177/2014 2 Security Agency of CD, Inc., and CB CB Coeed \$177/2014 \$177/2014 2 Access I.P. Advins Technical Service CB Coeed \$177/2014 \$171/2014 2 Access I.P. Advins Technical Service CB Coeed \$171/2014 \$171/2014 2 Access I.P. Advins Technical Service CB Coeed \$171/2015 \$171/2015 1 Access I.P. Advins Technical Service CB Coeed \$171/2015 \$171/2015 1 Acces I.P. Advins Coep, a suglisher CB Coeed \$171/2015 | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | MULL | NULL | MULL | MULL | NUL. | NULL | NULL | NULL | NULL | NULL | NULL | NULL | NULL | MULL | NULL | NULL | MULL | NULL | NULL | NULL | NULL | NULL | NULL |
| Administratore Plus Inc., as a single CB Closed \$1/10/2013 9/8/2013 Lep International Union, AFC-CO CB Closed \$1/12/2013 1/12/2013 Lep International Union, AFC-CO CB Closed \$1/12/2013 10/71/2013 Lep International Union, AFC-CO CB Closed \$1/12/2013 11/12/2013 Lep International Union, AFC-CO CB Closed \$1/12/2013 11/12/2013 Style Montal English Encloses Plus International Computer CB Closed \$1/12/2014 \$1/12/2014 Style Montal English English English Comercial String CB Closed \$1/12/2014 \$1/12/2014 Austral Computer, Inc., Jank E CB Closed \$1/12/2014 \$1/12/2014 Austral English English CB Closed \$1/12/2015 \$1/12/2015 | Informal Settlemen | ismissal Non-adjuste | | | MULL | : Mithdrawal Adjuste | ismissal Non-adjuste | | | | ismissal Non-adjuste | Withdrawal Adjuste | thdrawal Non-adjus | ismissal Non-adjuste | _ | Withdrawal Adjuste | | ismissal Non-adjuste | ismissal Non-adjusti | thdrawal Non-adjus | thdrawal Non-adjus | thdrawal Non-adjus | ismissal Non-adjuste | NOLL | thdrawal Non-adjus | NULL | thdrawal Non-adjus | thdrawal Non-adjus | Withdrawal Adjuste | thdrawal Non-adjus | thdrawal Non-adjus |
| Maintenance Plus Inc., as a single CB Cosed Cose | | 1/26/2013 | | H | NULL | 3/27/2014 2 | 6/17/2014 2 | H | H | H | 6/26/2015 | 6/11/2015 | 1/13/2015 | 7/24/2015 | _ | 9/17/2015 | _ | 3/30/2016 | 5/31/2016 | 4/12/2016 1 | 10/6/2016 | 3/23/2017 | 5/17/2017 3 | NULL 3 | 9/28/2017 | NULL 1 | 10/6/2017 | 9/8/2017 3 | 12/22/2017 | 12/1/2017 | 1/31/2018 |
| Mainteriance Plus Inc., as a single CB between the international Union, AB -CD CB between the international Union, AB -CD CB be Maintenance Plus Inc. as a sing CB be Maintenance Plus Inc. as a sing CB between Signature of the Union Between Signature of the United States and CB busens Inc., John EB CB Courter, Inc., John EB CB Courter, Inc., and CB CB courter, Agency of Cb, Inc., and CB CB courter, Inc. and CB can then Works Cope, as a substition Company, Inc., and The Bod CB intended States and CB can as a lond Engloyees? Incention Company, Inc., and The Bod CB can as a lond Engloyees? Incentional Union, Local 10 (Internation CB CB can as a lond Engloyees) CB cB can as a lond Engloyees International Union, Local 10 (Intercor CB can intended CB can be a lond CB can be a lond to CB can be a lond t | 5/10/2013 | 6/17/2013 | 8/22/2013 | 9/18/2013 | 10/29/2013 | 3/5/2014 | 3/5/2014 | 4/17/2014 | 8/5/2014 | 8/8/2014 | 9/17/2014 | 2/12/2015 | 4/8/2015 | 4/27/2015 | 8/19/2015 | 8/27/2015 | 11/17/2015 | 1/19/2016 | 2/18/2016 | 2/23/2016 | 7/15/2016 | 12/14/2016 | 3/16/2017 | 7/3/2017 | 8/1/2017 | 8/16/2017 | 8/28/2017 | 8/28/2017 | 9/21/2017 | 11/13/2017 | 11/30/2017 |
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Descriptions only provided for cases not described in comment

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Airway Cleaners, LLC, 363 NLRB No. 166, slip op. at 1 n.1 (2016) (majority did not address application of *BFI* to relationship between cleaning contractor and airline carrier).

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HealthBridge Management, LLC, 365 NLRB No. 37, slip op. at 8 & n.35 (2017) (applying pre-BFI law).

La Jomac Group, Inc., Case 15-CA-137333, Order at 3 n.3 (Aug. 23, 2016) (not reported in Board volumes) (Member Miscimarra, dissenting) (merely stating disagreement with *BFI*).

McDonald's USA, *LLC*, 363 NLRB No. 144, slip op. at 4 (2016) (Member Miscimarra dissenting in part from denial of appeal of grant of motion to quash) (simply mentioning *BFI* in describing General Counsel's alternative theories of the case).

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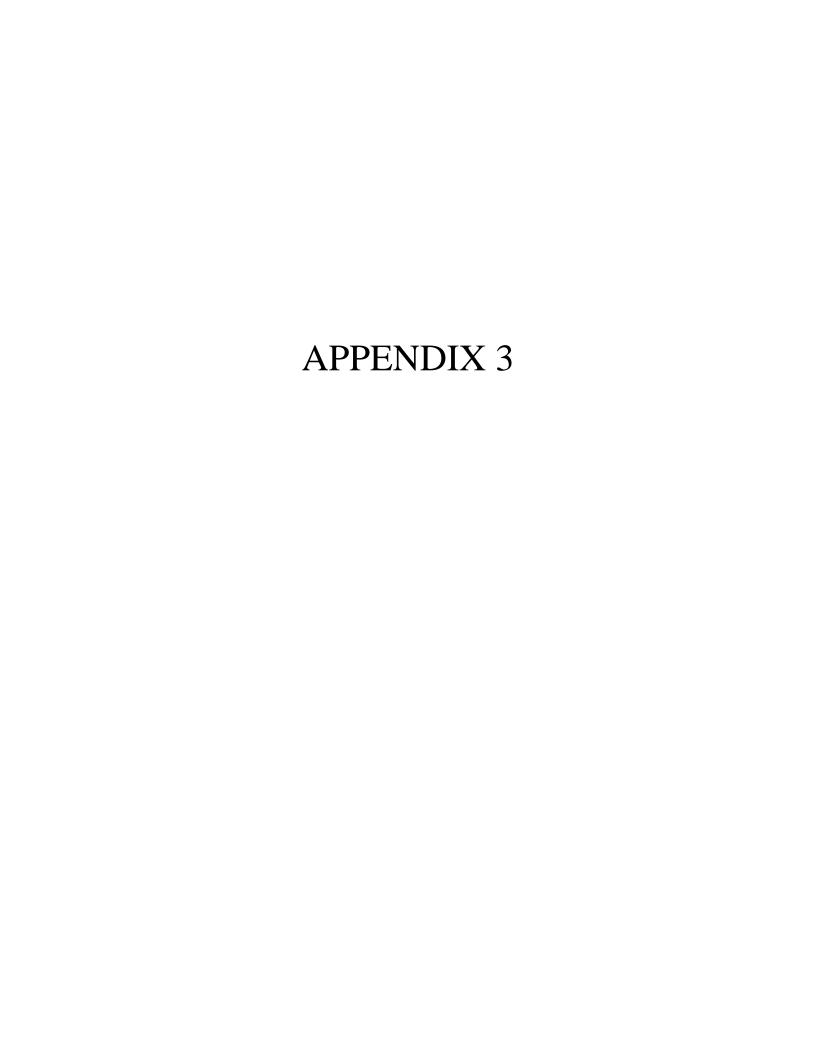
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June 8, 2018

The Honorable John F. Ring Chairman National Labor Relations Board 1015 Half St SE Washington, DC 20003

Subject: NLRB Rulemaking on Joint Employer Standard

Dear Chairman Ring:

In response to your May 9, 2018, announcement that the Board plans to consider joint employment rulemaking, I am writing to express the International Franchise Association's (IFA) fervent support for this much-needed action to clarify the joint employer standard under the National Labor Relations Act (NLRA). In recent years, the Board's interpretation of joint employment liability under the NLRA has been the source of immeasurable confusion and frustration for franchise brands, franchise owners and their respective employees, and we are hopeful that new rulemaking will provide answers to the many legal questions that arose following the Board's August 2015 decision in *Browning-Ferris Industries*.

The IFA is the world's oldest and largest organization representing franchising worldwide. The IFA works through its government relations and public policy, media relations and educational programs to protect, enhance and promote franchising and the more than 733,000 franchise establishments that support nearly 7.6 million direct jobs, \$674.3 billion of economic output for the U.S. economy and 2.5 percent of the Gross Domestic Product (GDP). IFA members include franchise companies in over 300 different business format categories, individual franchisees and companies that support the industry in marketing, law, technology and business development.

The salient legal question facing franchising since 2015 has been "which business entities constitute joint employers?" Even though the IFA provides the compliance tools and support that have eased the way for thousands of small, local entrepreneurs to start and build their businesses, there has been no clear or satisfactory answer to that question since the Board's *Browning-Ferris* decision. There have been hundreds of joint employer-related legal actions against locally owned businesses in numerous industries

nationwide, including small franchise employers, construction companies, general contractors, service providers, and their business partners. In practice, any benefit that is connected to employment is now suspect due to the uncertainly of who qualifies as a joint employer. The expanded joint employer definition has led to liability rules with which no business can be assured it is complying.

In short, the joint employer confusion created by the NLRB has put local businesses and jobs in jeopardy. The expanded joint employer standard will continue to have an impact on the U.S. economy until the Board's rules are clarified. A recent report from the *American Action Forum* examining the effect of the new standard on the labor market found that under expanded joint employer liability, the U.S. economy could see the loss of 1.7 million jobs in the private sector, with 500,000 jobs lost in the leisure and hospitality industry alone. To help prevent these economic losses, the IFA has expended extraordinary time and resources and collaborated with lawmakers to clear up the confusion surrounding the joint employer definition.

Together with the local business community, IFA helped launch the nationwide Coalition to Save Local Businesses (CSLB). Since 2015, members of the CSLB have engaged their elected representatives in an effort to raise awareness of the problems associated with the expanded joint employer standard:

- 28 CSLB witnesses have testified before Congress telling their small business stories and explaining how joint employer is hurting their businesses and employees.
- More than 500 Capitol Hill meetings and 100 in-district meetings have been held with members of Congress and their local business communities to discuss joint employer.
- Over 120,000 letters have been sent to Congress expressing confusion in the aftermath of the expanded rule, asking for clarity, and urging Congressional action.

Moreover, a poll conducted by **Morning Consult** suggested that Americans wanted Congress to make this issue a priority. The poll showed that 8 in 10 (81 percent) said they are concerned that small businesses may be forced to close or be absorbed by large corporations because of the broader joint employer rule.

On the strength of this outpouring of support for a return to the commonsense joint employer standard, the U.S. House of Representatives passed the "Save Local Business Act" (H.R. 3441) – legislation meant to update both the NLRA and Fair Labor Standards Act and provide clarity for local businesses on what it means to be a joint

employer. The legislation remains stalled in the U.S. Senate, which further reinforces the need for the Board to engage in joint employer rulemaking.

Given the vacuum created by uncertainty and lack of legislative action, we at IFA – and our partners and members of the CSLB – applaud the NRLB's decision to step forward and fill the void. We urge the NRLB to put into rulemaking the "direct, actual, and immediate" standard for the joint employer definition, to provide clarity and restore the support services needed by small, local businesses enabling them to flourish and create the jobs so sorely needed in their communities.

Sincerely,

Matt Haller

Senior Vice President

Government Relations and Public Affairs

International Franchise Association

UNITED STATES OF AMERICA BEFORE THE NATIONAL LABOR RELATIONS BOARD

In the Matter of

Proposed Rule to Establish the Standard for Determining Joint-Employer Status Under the National Labor Relations Act Petition of The Coalition for a Democratic
Workplace; Coalition to Save Local Business;
Associated Builders and Contractors;
American Hotel & Lodging Association;
Chamber of Commerce of the United States of
America; HR Policy Association; Independent
Electrical Contractors; International
Foodservice Distributors Association;
International Franchise Association; National
Federation of Independent Business; National
Association of Manufacturers; National
Association of Wholesaler-Distributors;
National Council of Chain Restaurants;
National Restaurant Association; National
Retail Federation; Restaurant Law Center;

Retail Industry Leaders Association

RULEMAKING PETITION

Primary Contact:

Kristen Swearengin

Chair, The Coalition for a Democratic Workplace Vice President of Legislative & Political Affairs Associated Builders and Contractors 440 1st Street, NW, Suite 200 Washington, DC 20001 (202) 595-1505

Counsel to Petitioners

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Ronald Meisburg Hunton Andrews Kurth, LLP 2200 Pennsylvania Avenue, N.W. Washington, DC 20037 (202) 955-1539 ODD OF OTHER

2018 JUN 13 PM 5: 1:

TO THE HONORABLE MEMBERS OF THE NATIONAL LABOR RELATIONS BOARD:

Petitioners respectfully submit this rulemaking petition for the National Labor Relations Board's ("Board") consideration.

I. PETITIONERS AND THEIR STANDING

The Coalition for a Democratic Workplace ("CDW") is a collection of hundreds of members representing the interests of millions of employers nationwide. CDW was formed to give its members a meaningful voice on labor law reform. CDW has advocated for its members on numerous issues of significance relating to the Board's policies, procedures and interpretations and applications of the National Labor Relations Act ("Act" or "NLRA").

The Coalition to Save Local Business ("Coalition") is a diverse group of locally owned, independent small businesses, associations and organizations seeking fairness and clarity on the Board's joint employer doctrine. The Coalition is dedicated to strengthening small businesses in the United States and is interested in establishing a more durable and lasting joint employer standard that is fair to American business.

Associated Builders and Contractors ("ABC") is a national construction industry trade association representing nearly 21,000 members. Founded on the merit shop philosophy, ABC and its 70 chapters help members develop people, win work and deliver that work safely, ethically, and profitably for the betterment of the communities in which ABC and its members work. ABC's membership represents all specialties within the U.S. construction industry and is comprised primarily of firms that perform work in the industrial and commercial sectors.

The American Hotel and Lodging Association ("AHLA"), founded in 1910, is the sole national association representing all segments of the lodging industry, including hotel owners, REITs, chains, franchisees, management companies, independent properties, bed and breakfasts,

state hotel associations, and industry suppliers. Supporting 8 million jobs and with over 24,000 properties in membership nationwide, the AHLA represents more than half of all the hotel rooms in the United States. The mission of AHLA is to be the voice of the lodging industry, its primary advocate, and an indispensable resource. AHLA serves the lodging industry by providing representation at the federal, state and local level in government affairs, education, research, and communications. AHLA also represents the interests of its members in litigation that raises issues of widespread concern to the lodging industry.

The Chamber of Commerce of the United States of America ("Chamber") is the world's largest business federation. The Chamber represents 300,000 direct members and indirectly represents the interests of more than 3 million companies and professional organizations of every size, in every sector, and from every region of the country. An important function of the Chamber is to represent the interests of its members in matters before Congress, the Executive Branch, and the courts. To that end, the Chamber regularly participates in agency rulemakings involving issues of concern to the nation's business community.

HR Policy Association represents the most senior human resources executives in more than 380 of the largest corporations doing business in the United States. Collectively, these companies employ more than ten million employees in the United States, nearly nine percent of the private sector workforce. As America's largest employers, HR Policy Association member companies have employees and business relationships with entities in all 50 states.

The Independent Electrical Contractors, Inc. ("IEC") is the nation's premier trade association representing America's independent electrical and systems contractors with over 50 chapters, representing 3,400 member companies that employ more than 80,000 electrical and systems workers throughout the United States. IEC aggressively works with the industry to

establish a competitive environment for the merit shop – a philosophy that promotes the concept of free enterprise, open competition and economic opportunity for all. IEC advocates on behalf of its members on a wide array of legislative and regulatory issues, to include those under the Act.

The International Foodservice Distributors Association ("IFDA") is the nonprofit trade association that represents more than 161 companies in the foodservice distribution industry. Its members are found across North America and internationally and include leading broadline, system, and specialty distributors who operate more than 800 distribution facilities and represent annual sales of more than \$162 billion. These companies help make the food-away-from-home industry possible, delivering food and other related products to restaurants and institutions, ranging from casual to formal dining local restaurants to foodservice in nursing homes and hospitals to military mess halls and school cafeterias. IFDA provides research, educational opportunities, and business forums to its members that make them more competitive. In the United States, IFDA also provides important representation on Capitol Hill and before government agencies, sharing the perspective of leading foodservice distributors with lawmakers and federal officials to shape the legislative and regulatory process.

The International Franchise Association ("IFA") is the world's oldest and largest trade association devoted to representing the interests of franchising. The IFA's membership includes more than 1,400 franchisors, 20,000 franchisees, and 800 suppliers nationwide. The IFA's overall mission is to protect, promote and enhance all aspects of the franchising business model, which includes more than 733,000 franchise establishments that support nearly 7.6 million direct jobs, \$674.3 billion of economic output for the U.S. economy and 2.5 percent of the Gross Domestic Product (GDP). This includes addressing a broad range of legislative, regulatory, and

legal issues that affect franchisors and franchisees, including in the area of the National Labor Relations Act.

The National Association of Manufacturers ("NAM") is the largest manufacturing association in the United States, representing small and large manufacturers in every industrial sector and in all 50 states. Manufacturing employs more than 12 million men and women, contributes \$2.25 trillion to the U.S. economy annually, has the largest economic impact of any major sector and accounts for more than three-quarters of all private-sector research and development in the nation. The NAM is the voice of the manufacturing community and the leading advocate for a policy agenda that helps manufacturers compete in the global economy and create jobs across the United States.

The National Association of Wholesaler-Distributors ("NAW") is a non-profit trade association that represents the wholesale distribution industry, the link in the supply chain between manufacturers and retailers as well as commercial, institutional, and governmental end users. NAW is comprised of direct member companies and a federation of national, regional, state and local associations which together include approximately 40,000 companies operating at more than 150,000 locations throughout the nation. The overwhelming majority of wholesaler-distributors are small to medium size, closely held businesses. The wholesale distribution industry generates \$5.6 trillion in annual sales volume and provides stable and good-paying jobs to more than 5.9 million workers.

The National Council of Chain Restaurants ("NCCR"), a division of the National Retail Federation, is the leading organization exclusively representing chain restaurant companies. For more than 40 years, NCCR has worked to advance sound public policy that

serves restaurant businesses and the millions of people they employ. NCCR members include the country's most respected quick-service and table-service chain restaurants.

The National Federation of Independent Business ("NFIB") is the nation's leading small business association, representing members in Washington, D.C., and all 50 state capitals. Founded in 1943 as a nonprofit, nonpartisan organization, NFIB's mission is to promote and protect the right of its members to own, operate and grow their businesses. NFIB represents small businesses nationwide, and its membership spans the spectrum of business operations, ranging from sole proprietor enterprises to firms with hundreds of employees.

The National Restaurant Association ("NRA") is the leading business association for the restaurant and food service industry. The industry is comprised of over one million restaurant and food service outlets employing about 15 million people. The food service industry is the nation's second largest private-sector employer, employing approximately 10 percent of the U.S. workforce.

The National Retail Federation ("NRF") is the world's largest retail trade association, representing all aspects of the retail industry. NRF's membership includes discount and department stores, home goods and specialty stores, Main Street merchants, grocers, wholesalers, chain restaurants, and Internet retailers. Retail is the nation's largest private sector employer, supporting one in four U.S. jobs—42 million working Americans. Contributing \$2.6 trillion to annual GDP, retail is a daily barometer for the nation's economy. NRF regularly advocates for the interests of retailers, large and small, in a variety of forums, including before the legislative, executive, and judicial branches of government.

The Restaurant Law Center ("RLC") is an independent public policy organization affiliated with NRA, the largest food service trade association in the world. The RLC seeks to

provide courts as well as state and federal agencies with the industry's perspective on legal issues and regulations significantly affecting the industry. As the nation's second largest private-sector employer, our industry has a profound interest in national labor policy in general and interpretation of the National Labor Relations Act, including the joint employer doctrine, specifically.

The Retail Industry Leaders Association ("RILA") is a membership association consisting of the largest and fastest growing companies in the retail industry—retailers, product manufacturers, and service suppliers—which together account for more than \$1.5 trillion in annual sales. RILA members provide millions of jobs and operate more than 100,000 stores, manufacturing facilities, and distribution centers located both domestically and abroad. RILA promotes consumer choice and economic freedom through public policy discussions on issues of importance to its members, including labor issues.

Each of the Petitioners is an interested "person" within the meaning of Section 2(1) of the Act, Section 551(2) of the Administrative Procedure Act ("APA"), Section 553(e) of the APA, and Section 102.124 of the National Labor Relations Board Rules and Regulations, Part 102 ("NLRB Rules"). This petition is submitted pursuant to those rules and, in particular, pursuant to Sections 124 and 125 of the NLRB Rules, which provide:

Sec. 102.124 Petitions for issuance, amendment, or repeal of rules. Any interested person may petition the Board, in writing, for the issuance, amendment or repeal of a rule or regulation. An original and seven copies of such petition shall be filed with the Board in Washington, D.C., and shall state the rule or regulation proposed to be issued, amended, or repealed, together with a statement of grounds in support of such petition.

¹ See 5 U.S.C. §551(2): "'[P]erson' includes an individual, partnership, corporation, association or public or private organization other than an agency."

² See 5 U.S.C. §553(e): "Each agency shall give an interested person the right to petition for the issuance, amendment, or repeal of a rule."

Sec. 102.125 Action on petition. Upon the filing of such petition, the Board will consider the same and may either grant or deny the petition in whole or in part, conduct an appropriate hearing thereon, or make other disposition of the petition. Should the petition be denied in whole or in part, prompt notice will be given of the denial, accompanied by a simple statement of the grounds unless the denial is self-explanatory.

II. INTRODUCTION AND OVERVIEW

On May 9, 2018, the Board and the Office of Information and Regulatory Affairs published a submission at the request of the Chairman stating that the Board is considering using the rulemaking process to address the standard for determining joint-employer status under the Act.³ In that announcement, Chairman Ring acknowledged that: "uncertainty over the standard to be applied in determining joint-employer status under the Act undermines employers' willingness to create jobs and expand business opportunities." He further noted: "I am committed to working with my colleagues to issue a proposed rule as soon as possible, and I look forward to hearing from all interested parties on this important issue that affects millions of Americans in virtually every sector of the economy." Chairman Ring subsequently noted in a letter to members of Congress that a "majority of the Board is committed to engage in rulemaking, and the NLRB will do so." Petitioners fully support rulemaking on this important issue, in order to realign the Board's joint-employer test with Congress's intent under the Act.

³ See Board announcement at https://www.nlrb.gov/news-outreach/news-story/nlrb-considering-rulemaking-address-joint-employer-standard and https://www.nlrb.gov/news-outreach/news-story/nlrb-considering-rulemaking-address-joint-employer-standard and https://www.nlrb.gov/news-outreach/news-story/nlrb-considering-rulemaking-address-joint-employer-standard and

⁴ Id.

⁵ Id.

⁶ Letter from National Labor Relations Board Chairman John Ring to Senators Elizabeth Warren, Kirsten Gillibrand, Bernard Sanders, June 5, 2018, available here: https://www.nlrb.gov/sites/default/files/attachments/news-story/node-6695/nlrb_chairman_provides_response_to_senators_regarding_joint_employer_inquiry.pdf

Petitioners agree with Chairman Ring's observation regarding the uncertainty facing the regulated community in light of the Board's recent decisions in this area of the law.

For many decades, the Board employed a straightforward standard, consistent with congressional intent, for determining whether separate companies should be treated as joint-employers under the Act. Under this precedent, the Board's determination turned on whether a firm actually exercised direct and immediate control over the hiring, firing, discipline, pay and other key aspects of the terms of employment of another firm's employees. This standard, known colloquially as the "direct and immediate control test," was faithful to the language, legislative history and intent behind the Taft-Hartley amendments to the Act. It was also an easy, bright line test that employers could understand and apply to their businesses and business relationships.

That all changed in 2015, when the Board unjustifiably jettisoned its decades-old standard in *Browning-Ferris Industries*, 362 NLRB No. 186 (Aug. 27, 2015)("BFT"). In BFI, the Board abandoned the "direct and immediate control" test and instead established a vague and sweeping new test that drastically expands the scope of the joint-employer standard and threatens to redefine the employer-employee relationship across myriad businesses and industries in the United States. Under the BFI test, an entity can be found to be a joint-employer even if it exercises only indirect control over another firm's employees or—even worse—if it simply possesses the ability to control, but does not exercise any control.

The BFI majority premised its controversial holding on a claimed need to return the joint-employer standard to the state in which it existed before the Board supposedly narrowed the test decades ago. But a survey of the Board's pre-BFI precedent, as well as the history underlying passage of Taft-Hartley, reveals no support for the Board's purported premise. The

BFI standard is inconsistent with a long line of the Board's prior decisions and drastically departs from the common law principles of agency enshrined in the Act's definitions of "employer" and "employee."

In addition, the *BFI* decision turns a blind eye to the realities of American workplaces and threatens to undermine innovative new business models and the very business relationships that are the engine of our nation's economy. *BFI*'s "reserved control" and "indirect control" standards are so vague and broad that it is often impossible for businesses to determine which relationships will trigger joint employment and which will not. The scant guidance from the Board on how to apply this unprecedented and amorphous standard has left the regulated community in the dark as to how to structure business to business relationships in a manner that predicts liability or other joint employer obligations.

While the uncertainty created by the *BFI* standard negatively impacts companies of all sizes across many industries, it is particularly damaging for small and local businesses. The standard encourages larger companies to limit the number of entities with whom they contract, which stifles opportunities for small businesses and startups. Quite simply, managing one joint employer relationship is preferable to managing a dozen or more.

Many companies also may conclude that if they are going to be held responsible for the violations and liabilities of their suppliers, subcontractors, franchisees, or other business relationships, they must exert *more* control over their day-to-day operations so that they can be more aware of, and seek to mitigate, these liabilities. For example, franchisors would become responsible for matters such as who to hire, when to fire, and how much to pay, driving up administrative costs and relegating the small business franchisee to a middle manager that ultimately is no longer in control of their business success. These franchisees are entrepreneurs,

seeking to own and run their own business—not to be a middle manager. This increase of control by franchisors would undermine the franchise business model and result in a severe constriction of business opportunities for many entrepreneurs, including many minority business people.

Ironically, BFI's expansive and unpredictable standard also discourages company policies that lawmakers and supporters of the *BFI* standard have applauded. Many companies maintain corporate social responsibility and responsible contractor policies, not only for their own employees, but for those of their suppliers and business partners. *BFI* discourages such policies. If, for example, a large company wishes to require that its contractors pay above a specific wage, or provide specific levels of paid leave, the "indirect" and "potential" control concepts of *BFI* greatly increase the likelihood those companies would be considered joint employers. This new liability would in many cases cause the contracting company to reconsider having their contractors meet these requirements.

The concern regarding *BFI*'s unworkable joint-employer standard has galvanized business owners in every industry. Since 2014, when the Board first announced it would consider the *BFI* case on review and invited amicus briefs on the question of whether to change the Board's joint-employer standard, business owners have engaged their elected representatives to raise awareness of the problems associated with an expanded joint-employer standard:

- 28 business owners and executives representing the business community have testified before Congress in at least 11 hearings, telling their business stories and explaining how the Board's BFI test threatens their businesses and employees;
- 100+ in-state meetings have been held with members of Congress and their local business communities to share concerns regarding the BFI standard and the threat it poses to job creation and American business;

⁷ See, e.g., https://obamawhitehouse.archives.gov/champions/working-family-champions-of-change/satya-nadella.

- Over 150,000 letters have been sent to Congress expressing confusion about the standard, asking for clarity, and urging congressional action on legislation;
- Thousands of meetings have been held between business owners and members of Congress in Capitol Hill offices, and
- Numerous businesses and coalitions, including many of the petitioners, have weighed in as concerned amici in briefs both to the Board and the U.S. Court of Appeals for the D.C. Circuit, in which the BFI appeal is pending.

Petitioners are greatly concerned that if left in place, the test promulgated in *BFI* will undermine longstanding business models and jeopardize job creation. The Board's pre-*BFI* precedent worked well for decades, provided the regulated community with clarity and predictability, and best effectuated the well-established principles of common law agency that underlie the Act. Petitioners advocate for the return to a rule which follows the Board's pre-*BFI* precedent and adheres to the congressional language and intent underlying Taft-Hartley.

III. SUGGESTED PROPOSED RULE

Petitioners respectfully petition the Board to promulgate and issue the following rule, pursuant to its authority granted by Sections 6 and 9 of the Act8:

"The Board may consider a person to be an employer in relation to an employee within the meaning of Section 2(2) of the National Labor Relations Act only if such person actually exercises direct and immediate control over the essential

As part of the rulemaking, it would be important for the Board to clarify that potential joint employer status is relevant only when two entities are each a separate "employer." Joint employer status should <u>not</u> be examined when it is alleged that two entities are insufficiently distinct for each entity to be a separate "employer." Rather, when such an allegation arises, it should be resolved exclusively by reference to the Board's "single employer" or "alter ego" doctrines. Likewise, when it is alleged that one "employer" entity has been replaced by another "employer" entity in circumstances where the predecessor employer's employment obligations apply (in whole or in part) to the successor employer, and where both entities are each a separate "employer," this does <u>not</u> implicate joint employer status. Rather, when this type of allegation arises, it should be resolved exclusively by reference to the Board's "successorship" doctrines. This joint employer rule deals <u>only</u> with joint employer status; it does not affect or modify the Board's existing doctrines regarding single employer, alter ego or successorship status.

Also as part of the rulemaking, Board should clarify that, contrary to the holding of *Miller & Anderson*, *Inc.*, 364 NLRB No. 39 (2016), no bargaining unit shall be deemed appropriate as to any employer unless the employer has an employer relationship as to all bargaining unit employees.

terms and conditions of the employment of such employee, and if the exercise of such control is more than limited and routine in nature.

"Essential terms and conditions of employment" shall mean the hiring, promotion, discipline and discharge of employees; determination of individual employee rates of pay and benefits; engaging in the day-to-day supervision of employees, and assigning to employees their individual work schedules, positions and tasks.

Essential terms and conditions of employment shall not include any of the following: actions, policies or programs intended (1) by any franchisor to maintain or enforce the brand protection standards required of persons who enter into franchising arrangements with such franchisor; (2) by any entity to implement or administer any social responsibility code or policy, including safety policies, with respect to suppliers, vendors or other entities with whom it has a business relationship; (3) by any entity to require compliance by its suppliers, vendors or other entity with whom it has a business relationship with any federal, state or local law, regulation or other legal requirement; (4) by any entity to establish time parameters when the activity or work in question is to be performed: (5) by any entity to establish quality or outcome standards for any activity or work performed for such entity; (6) by any entity to require an individual to wear any type of uniform or any other type of identification that mentions in any manner the entity for which the activity or work is being performed; (7) by any entity to maintain or enforce product, brand, or reputational protection standards for its products, goods or services; and (8) to implement third party delivery and courier services, or technology-based shared staffing applications (including, but not limited to, insurance, training, financing and leasing services).

In no event shall retained or reserved but unexercised control over essential terms and conditions of employment, or the exercise of indirect control over essential terms and conditions of employment, constitute or be evidence of joint employer status under the Act."

IV. STATEMENT OF GROUNDS IN SUPPORT OF PETITION

A. The Act (and the Common Law) Limits the Board's Authority To Define Who is the "Employer"

A new rule is necessary to realign the Board's joint-employer test with the Act. The history underlying passage of the Taft-Hartley amendments to the Act make clear that Congress restricted the Board to well-established principles of common law agency in determining who is

an employer and who is an employee under the Act. Those principles do not support the Board's sweeping decision in *BFI*.

Prior to Taft-Hartley, the U.S. Supreme Court had held in NLRB v. Hearst Publications that the Act's definition of "employee" included independent contractors. The Court based this holding on the belief that anyone having an "economic relationship" with a firm should be deemed its "employee," and that the employment relationship should be determined based on "economic facts rather than technically and exclusively by previously established legal classifications."

In response to the Supreme Court's decision in *Hearst*, Congress passed Taft-Hartley, which included two amendments to the Act that limited the scope of the employment relationship. Specifically, Congress expressly excluded "independent contractors" from the definition of "employee," and added the phrase "acting as an *agent* of an employer," to limit the Act's definition of employer. Taft-Hartley's legislative history illustrates that Congress' intention in making these changes to the Act was to limit the employer-employee concept to instances in which the putative employer exercised direct control over the putative employee:

[The concept of "employee"], according to all standard dictionaries, according to the law as the courts have stated it, and according to the understanding of almost everyone, with the exception of members of the National Labor Relations Board, means someone who works for another for hire... [and who] work for wages or salaries under <u>direct supervision</u>. 12

⁹ NLRB v. Hearst Publications, 322 U.S. 111, 128-28 (1944).

^{10 29} U.S.C. §153(3).

^{11 29} U.S.C. §152(2) (emphasis supplied).

¹² H.R.. Rep. No. 245, at 18, 80th Cong., 1st Sess. (1947)(emphasis supplied); see also id. at 11 (revised definition of "employer" "makes employers responsible for what people say or do only when it is within the actual or apparent scope of their authority, and thereby makes the ordinary rules of the law of agency equally applicable to employers and unions"); and id. at 68 ("before the employer can be held responsible for a wrong the man who does the wrong must be specifically an agent or come within the technical definition of an agent").

Taft-Hartley thus reflects Congress' rejection of more expansive views of the employment relationship, such as the "economic realities" noted in *Hearst*, in favor of the principles of common-law agency. Courts have long recognized that those principles require more than the indirect or retained or reserved but unexercised control to establish joint-employer liability. For instance, the Supreme Court has held for over 100 years that "under the common law loaned servant doctrine, *immediate control and supervision* is critical in determining for whom the servants are performing services." More recent judicial decisions have repeatedly emphasized that the common law test for employer status requires evidence of *direct and immediate control*. 14

The lessons to be drawn from this history are simple: (1) Congress intended that the Board be limited to traditional common law principles when deciding who is an "employer" and who is an "employee" under the Act; and (2) those principles have always been understood by interpreting courts as requiring more than mere indirect, or reserved but unexercised, control by the putative employer over the day-to-day work of the putative employees.

¹³ Shenker v. Baltimore & Ohio R. Co., 374 U.S. 1, 6 (1963), citing Standard Oil Co. v. Anderson, 212 U.S. 215 (1909).

¹⁴ See, e.g., Cmty. For Creative Non-Violence v. Reid, 490 U.S. 730 (1989)(because Copyright Act of 1976 does not define "employer" or "employee," Court must look to common law to determine whether work of artist hired by petitioner was "work for hire" under statute; common law focuses on "the hiring party's right to control the manner and means by which the product is accomplished"); Gulino v. N.Y. State Education Department, 460 F.3d 361, 379 (2d Cir. 2006)(interpreting Reid in Title VII case as "countenanc[ing] a relationship where the level of control is direct, obvious and concrete, not merely indirect or abstract")(emphasis supplied); Doe I v. Wal-Mart Stores, Inc., 572 F.3d 677 (9th Cir. 2009)(Wal-Mart not joint-employer of the employees of its suppliers where it had no right to "immediate level of day-to-day control")(emphasis supplied); Patterson v. Domino's Pizza, LLC, 333 P.3d 723 (Cal. 2014)(franchisor not liable for franchisee's harassment of its employee under California Fair Employment and Housing Act, because traditional agency principles "require[] a comprehensive and immediate level of day-to-day authority over matters such as hiring, firing, direction, supervision, and discipline of the employee")(emphasis supplied).

B. The Board's Prior Joint-Employer Standard Was Consistent With the Common Law Concepts Enshrined in the Act

Contrary to the claims of the *BFI* majority, the Board's joint-employer standard had always been consistent with Congress's clear intent in the Taft-Hartley amendments until the dramatic departure in *BFI*. The *BFI* majority traced the "core" of the Board's joint-employer jurisprudence to a 1965 decision, *Greyhound Corp*, which the *BFI* majority claimed represented the Board's "traditional" joint-employer standard. The standard applied in *Greyhound Corp*, was fully consistent with the common law and with the Board's more recent pre-*BFI* precedent.

In its *Greyhound* decision, the Board considered whether Greyhound was a joint-employer of janitors and maids provided by an outside maintenance company. The Board found joint-employer status because Greyhound and the maintenance company "share[d], or codetermine[d], those matters governing essential terms and conditions of employment" and because Greyhound "possessed sufficient control over the work of the employees" to qualify as a joint-employer. Specifically, the Board found it probative that Greyhound provided the janitors with detailed daily and weekly instructions, set their pay rates and retained or reserve the right to recapture profits if employees were hired below these rates, and mandated the maintenance company follow all of its "suggestions." Thus, the evidence established that Greyhound directly controlled the wages earned by the maintenance company's employees.

In the years following the *Greyhound* decision, the Board continued to address joint employer issues by focusing primarily on whether two or more entities "share or codetermine"

^{15 153} NLRB 1488 (1965).

¹⁶ Id.

essential employment terms based on the exercise of joint control that directly affects such matters in a manner that is not limited or routine.

1. The Board Never Found Joint-Employer Status Based on the Exercise of Indirect Control Alone

The BFI majority also claimed that in several post-Greyhound cases, the Board found joint-employer status based on the exercise of indirect control alone. But again, close review of those cases reveals that the Board has no established history of finding joint-employer status solely on the basis of indirect control.

In fact, the Board's post-Greyhound decisions were faithful to common law agency principles in that they typically required at least some evidence of direct control over a material term or condition of employment. For example, in Sun-Maid Growers, the Board found joint-employer status when contract electrical workers were assigned work by and supervised directly by Sun-Maid supervisors instead of by a supervisor from their employer-contracting company.¹⁷ While the Board noted that a putative employer need not "hover over the maintenance electricians, directing each turn of their screwdrivers and each connection that they made," the control exercised by Sun-Maid in this case was nonetheless significant and only loosely defined as "indirect." Similarly, in Hamburg Industries, Inc., a company was considered a joint-employer because it "constantly check[ed] the performance of the [contract] workers and the quality of the work." It is difficult to construe "constant" supervision as anything other than direct control.

^{17 239} NLRB 346 (1978). Importantly, the Board held that it would recognize Sun-Maid as a joint-employer so long as it "exercised effective control over the working conditions." (emphasis added).

¹⁸ 193 NLRB 67 (1971).

In Clayton B. Metcalf, "the Board found significant indicia of control where a putative employer [a mine operator], although it 'did not exercise direct supervisory authority over' the workers [subcontractors] at issue, nonetheless" held "day-to-day responsibility for the overall operations" of the worksite and gave the subcontractors assignments in addition to those defined in the contract.¹⁹ In other words, the Board did not appear to consider indirect supervisory control sufficient and instead looked to other indicia of control to find joint-employer status.

Other cases that addressed the potential probative value of indirect control also included evidence of direct control as well. For example, in *Floyd Epperson*, the Board considered the fact that a putative joint-employer had indirect control over drivers' wages and <u>direct</u> supervisory control over the drivers' assignments.²⁰

In short, it is clear from these decisions the Board never espoused a "traditional" jointemployer test that is anything close to the sweeping test adopted in *BFI*.

2. The Board Never "Narrowed" The Greyhound Standard

The *BFI* majority is also inaccurate in stating that recent, post-1980 decisions by the Board "narrowed" the *Greyhound* standard. A review of those more recent Board decisions, which were expressly overruled by *BFI*, shows that the Board had not "narrowed" the *Greyhound* standard in any meaningful way, but instead simply expressed more clearly principles that were already reflected in *Greyhound* and its progeny.

The Board's efforts to clarify its joint-employer standard began with the Reagan Board in the early 1980's. In 1982, the U.S. Court of Appeals for the Third Circuit endorsed the *Greyhound* "codetermine or share" standard for determining if two or more statutory employers

^{19 233} NLRB 642 (1976).

²⁰ 220 NLRB 23 (1973), enfd. 491 F.2d 1390 (6th Cir. 1974).

are joint-employers.²¹ The Court noted that some Board decisions had confused the joint-employer test with the separate "single employer" doctrine used to determine whether nominally separate entities were in fact a single, integrated enterprise such that they were for labor law purposes truly one entity. The Court merely clarified that the single employer doctrine was not applicable in joint employer cases, where two admittedly separate firms contracting for services share some level of control over the employees of one of the firms. The Court noted that "the joint employer concept recognizes that the business entities involved are in fact separate but that they share or co-determine those matters governing the essential terms and conditions of employment."²² In adopting the Board's *Greyhound* standard as the correct standard in joint-employer cases, the Court stated:

We hold therefore that... where two or more employers <u>exert significant control</u> over the same employees—where from the evidence it can be shown that they share or co-determine those matters governing essential terms and conditions of employment—they constitute 'joint employers' within the meaning of the NLRA.²³

Shortly after the Third Circuit's 1984 ruling in *Browning-Ferris*, the Board issued a pair of decisions that clarified its existing standard. In *Lareco Transportation and Warehouse*, the Board restated its joint-employer rule as follows:

The joint employer concept recognizes that two or more business entities are in fact separate but that they share or codetermine those matters governing the essential terms and conditions of employment... To establish joint employer status there must be a showing that the employer <u>meaningfully affects</u> matters relating to the employment relationship such as hiring, firing, discipline, supervision and direction.²⁴

²¹ NLRB v. Browning-Ferris Industries of Pennsylvania, Inc., 691 F.2d 1117 (3d. Cir. 1982), enfg. 259 NLRB 148 (1981).

²² Id. at 1123.

²³ Id. at 1124 (emphasis supplied).

²⁴ 269 NLRB 324, 325 (1984)(emphasis supplied).

The Board applied the standard to the facts before it to rule that Lareco was not the joint-employer of truck drivers supplied under a leasing contract with another company. The Board noted that while Lareco provided some supervision of the drivers, it was "of an extremely routine nature," and that "[a]ll major problems relating to the employment relationship" were handled by the drivers' employer. Although Lareco provided the drivers with vehicles, occasionally provided direction regarding driver performance, and established driver qualifications and safety regulations, the Board held these factors were inadequate to establish the level of control required to find joint-employer status.

The Board reached a similar decision in *TLI*, *Inc.*, another case involving the provision of leased truck drivers to another company. The Board ruled that the customer was not a joint-employer of TLI's drivers because "the supervision and direction exercised by [the customer] on a day-to-day basis is both limited and routine, and considered with [its] lack of hiring, firing, and disciplinary authority, does not constitute sufficient control to support a joint-employer finding."²⁵

The Board thereafter consistently applied the clarified standard articulated in *Lareco* and *TLI* for over thirty years. Those decisions established several clear-cut and easy to understand principles:

(1) the "essential element" in the joint-employer analysis is whether a putative joint-employer's control over employment matters is "direct and immediate;" 26

²⁵ TLI. Inc., 271 NLRB 798 (1984).

²⁶ Airborne Express, 338 NLRB 597, 597 fn. 1 (2002); see also Southern California Gas, 302 NLRB 456 (1991) (building management company was not the joint-employer of workers supplied by a janitorial company—regardless of the fact that the building management company dictated the number of workers to be employed, communicated specific work assignments to the workers' manager, and ultimately determined whether the cleaning tasks had been completed properly—because manager exercised no direct control besides communicating the job to the contractor and making sure contracted work was completed as requested).

- (2) control, to be sufficiently indicative of joint-employer status, cannot merely be "limited and routine," 27 and
- (3) the Board should not "merely" rely on the existence of contractual provisions, but rather must look "to the actual practice of the parties;" in other words, retained or reserved but unexercised control is insufficient by itself to create joint-employer status.²⁸

The BFI majority describes these cases as a narrowing departure from the clearly-established Greyhound line of precedent. A close examination reveals, however, that these cases do not depart from Greyhound, but rather provide a more complete explanation as to how the Board had been applying Greyhound all along and, in doing so, define the kinds of control that would qualify as "sufficient" to support a finding of joint-employer status. The Board's pre-BFI precedent, while not always as well-explained, remained consistent for decades and was faithful to Congress' command that employer status under the Act must be established based on common law agency principles.

3. Prior to BFI, the Board Never Found Joint-Employer Status Based on Retained or Reserved Control Over Routine or Minor Matters

Relying on a number of cases following the *Greyhound* decision through the early 1980s, the *BFI* majority asserted that the Board had found joint-employer status based solely on retained or reserved control over routine or minor matters. But a close review of those cases shows that the Board never found retained or reserved control over routine or minor matters to be probative of joint-employer status. In *Mobil Oil Corp.*, the Board looked to the parties' actual practice in

²⁷ AM Property Holding Corp., 350 NLRB 998 (2007) (noting the Board generally has found supervision to be limited and routine where a supervisor's instructions consist primarily of telling employees what work to perform, or where and when to perform the work, but not how to perform the work).

²⁸ Id. ("[T]he contractual provision giving AM the right to approve [contractor] hires, standing alone, is insufficient to show the existence of a joint-employer relationship").

finding an oil platform operator the joint-employer of workers supplied by a contractor.²⁹ The Board considered the fact that the contractor's lead men were merely "conduits" between the operator and the laborers, and the contractors could not give their laborers any direction without "being given the say-so" of the operator. The operator often bypassed the lead men altogether and gave direct work instruction to the contract laborers. The operator also: regularly interviewed potential laborers and made hiring decisions; determined the classifications of those hired; prepared and posted work schedules; authorized overtime; approved promotions and vacations; and verified time slips. In view of the operator's actual exercise of direct control over its contract laborers, the Board found joint-employer status.

In Ref. Chem. Co., the Board found that a company engaged in the manufacture, sale, and distribution of petrochemical products was the joint-employer of insulation maintenance service technicians supplied by a corporate contractor.³⁰ Record evidence established the manufacturing company had a practice of approving prospective maintenance service technicians' applications, determining the number of employees needed, and deciding who (if anyone) would be permitted to work overtime. In addition, the manufacturing company maintained "virtually complete control" over the maintenance service technicians as reflected in the day-to-day operations. In fact, the contractor had no authority to exercise discretion in the manner its employees' work was carried out under the contract. All work was performed on the manufacturing company's premises with its own equipment and machinery, and the maintenance service technicians' supervisor could not undertake any project without receiving a work order and specifications

²⁹ 219 NLRB 511 (1975). Interestingly, the Board claimed it "did not know" whether the operator was the joint-employer of a different group of employees because "no evidence was introduced regarding the manner in which [this other services contract] was actually implemented."

^{30 169} NLRB 376 (1968).

from the manufacturing company's central maintenance. The Board also found it probative that the manufacturing company owned nearly 50% of the contracting company's stock. As a result of these close financial ties and the "complete control" exercised by the manufacturing company, the NLRB found joint-employer status.

In another post-Greyhound case, Harvey Aluminum, Inc., the Board determined that a plant owner was the joint-employer of the employees of the plant operator.³¹ The plant owner retained (and seemingly utilized) control over virtually every element of operation.³²

C. The Board's Prior Joint-Employer Standard Provided Businesses With Predictability and Stability in Their Business Relations and Petitioners' Proposed Rule Would Do The Same

In addition to being consistent with Congressional intent, the Board's long-standing pre-BFI requirement that control must be "direct and immediate" to establish joint-employer status, and that retained or reserved but unexercised control alone is not probative of such status, are concepts that were easy to comprehend and apply in practice. These benchmarks allowed businesses of all sizes to structure and enter into myriad business relationships – contractor-subcontractor; lessor-lessee; franchisor-franchisee; employer-staffing agency; and parent-subsidiary, to name a few – with confidence that they could operate free from the fear of being found a joint-employer, provided they followed the Board's guidance.

The "direct and immediate" requirement ensured that a putative employer must actually be involved in those matters most critical to the employment relationship, such as hiring, firing,

^{31 147} NLRB 1287 (1964).

³² No Board case, prior to Browning-Ferris Industries, found that two or more entities were joint employers based exclusively on reserved or retained control over routine or minor matters. In fact, the only instances in which reserved or retained control supported a finding of joint employer status have been cases where extensive joint control was actually exercised (see the cases described in the text) or where the amount of control was absolute with the putative joint employer having near-complete power over the other entity or entities. See, e.g., *Jewel Tea Co.*, 162 NLRB 508 (1966); *Value Village*, 161 NLRB 603 (1966).

establishing wages, and directly and immediately supervising the workers and their work. In a practical sense, employers who do not exercise this level of control over the employees of a staffing firm, subcontractor or franchisee are not "meaningfully" affecting the terms and conditions of their employment. The Board's prior precedent recognized this fact and did not subject companies to disputes or liability involving employees over which they exercised indirect or little control.

The Petitioners' suggested proposed rule would reinstitute the Board's "direct and immediate" control test as the benchmark of joint-employer status, and would prevent the Board from finding joint-employer status in situations involving retained or reserved control, or the exercise of indirect control alone – neither of which, on their own or jointly, square with the requirements of the Act.

At the same time, the Board's recognition that the exercise of control that is merely "limited and routine" does not give rise to joint-employer status allowed businesses to maintain a reasonable degree of commercial oversight over issues such as brand integrity, corporate social responsibility, reputational protection, contractor efficiency, and overall product and service quality without risking liability for doing so. It is not unreasonable for a major franchisor, for example, to expect that its franchisees adhere to certain standards that preserve and maintain the status of the franchised brand. Preservation of such standards are what enable the franchised brand to succeed in the first place.

Further, it is reasonable and necessary for a business entity to require individuals performing work for it, especially on the entity's property, to observe basic safety standards. Likewise, many large companies require that their supply chain partners adhere to certain corporate social responsibility principles such as fair and safe treatment of their employees,

compliance with labor laws, and the like. Additionally, it is reasonable and necessary for a healthcare facility to require individuals performing patient care functions to observe basic medical quality and safety. The Board's pre-BFI precedent recognized that maintenance of such standards alone should not turn a franchisor, or an entity with many third-party suppliers and contractors, into a joint-employer.

The Petitioners' proposed rule would eliminate the possibility that certain business models, such as the franchisor-franchisee relationship, would alone be indicative of jointemployer status without some additional evidence that the franchisor is actually exercising direct and immediate control over the essential terms and conditions of employment of the franchisee's employees. Virtually all franchises must exercise some level of control over the consistency and integrity of the franchised brand so that both parties – franchisor and franchisee – can reap the benefits of the brand. Indeed, the franchisor is legally required to maintain control over its brand in order to maintain the trademarks it has licensed to franchisees.³³ Prior to BFI, the Board avoided finding joint-employer status in most franchisor-franchisee relationships absent evidence of direct control.34 But under BFI, if a franchisor retains and/or exercises control over the manner in which the franchisee sets up a store, how it prepares and markets its products, what tools or equipment it uses in the performance of the franchised business, and how the franchisee's employees operate the business, the Board may find it has retained or reserved sufficient indirect control over the employment terms of the franchisee's employees to be their joint-employer. Thus, franchisors may be exposing themselves to joint-employer liability simply

³³ See, e.g., Barcamerica International USA Trust v. Tyfiled Importers, Inc., 289 F.3d 589, 596 (9th Cir. 2002)("A trademark owner may grant a license and remain protected provided quality control of the goods and services maintained under the trademark by the licensee is maintained").

³⁴ See, e.g., Tilden, S.G., Inc., 172 NLRB 752 (1968)(franchisor not a joint-employer, despite franchise agreement dictating "many elements of the business relationship," because franchisor did not exercise "direct control" over franchisee's labor relations).

by maintaining controls that are legally required in order to preserve the status of their trademarks under federal law. The proposed rule sensibly eliminates this possibility.

Additionally, numerous businesses maintain corporate social responsibility policies that promote a wide range of policy goals, including corporate accountability, environmental stewardship and human rights standards. Oftentimes, corporate social responsibility policies require business partners to adhere to a higher standard than the law requires (e.g., procuring food products from sustainable sources, or paying higher than the minimum wage, or providing a minimum number of sick and leave days to its employees). The maintenance of such policies alone, which clearly help to further the social good, should not subject such businesses to joint-employer liability. The proposed rule would eliminate the possibility that the existence of a corporate social responsibility will turn businesses into joint-employers.

D. Rulemaking Would Provide a More Participatory Process Than Adjudication For Addressing the Board's Joint-Employer Standard

Although the Board does most of its policymaking through case adjudication, there is ample justification for the use of notice-and-comment rulemaking to define joint-employer status. For one thing, the rulemaking process will provide the regulated community with a broader opportunity to participate. The *BFI* decision brought substantial attention to the issue of joint-employer status and the impact it could have in a variety of settings. Inviting interested parties to file amicus briefs on these issues, while useful, does not provide nearly the volume and depth of feedback as the Board will receive during a rulemaking, particularly on an issue as important to the business community as this one. As noted in NLRB Chairman John Ring's June 5, 2018 letter to Senators Warren, Gillibrand and Sanders, notice-and-comment rulemaking will

allow more businesses in these industries to weigh in and provide the Board with more comprehensive feedback on how its standards impact different business models.³⁵

A rulemaking process would also allow the Board fine-tune a rule within existing legal frameworks that would also permit the maintenance of publicly beneficial contracting standards. Instead of being constrained by the facts and issues presented in a specific case, a rulemaking will allow the Board to explain in detail the full scope of the rule and how it is to be followed. These are details that are not included in case decisions.

Additionally, as Chairman Ring's letter makes clear, regulations apply only prospectively, while case decisions can be applied retrospectively as well. The clarity of prospective-only application makes regulations a highly valuable tool for setting policy, and will also eliminate any conflicts of interest questions or suggestions of recusal as any new regulation will not benefit parties with currently existing cases.

In summary, a rulemaking on joint employer status would provide the regulated community with more predictability. The Board is often criticized for its frequent policy reversals, most of which tend to track the changes in its political composition. Almost all of these shifts have played out through case adjudications, which are naturally easier and quicker to implement. Agency rules, on the other hand, are the product of a much more exhaustive—and democratic—process, and they tend to yield more predictable results. This is precisely what the regulated business community enjoyed for decades under the Board's pre-BFI precedent, as well as what it has been calling on Congress to provide through actual legislation.³⁶ Short of

³⁵ Letter from National Labor Relations Board Chairman John Ring to Senators Elizabeth Warren, Kirsten Gillibrand, Bernard Sanders, June 5, 2018, available here: https://www.nlrb.gov/sites/default/files/attachments/news-story/node-6695/nlrb chairman provides response to senators regarding joint employer_inquiry.pdf

³⁶ See, e.g., H.R. 3441, 115th Cong. (2017-18)("Save Local Business Act"); S. 2015, 114th Cong. (2015-16)("Protecting Local Business Opportunity Act").

Congressional action, rulemaking is the Board's best option for returning a measure of predictability to its precedent.

E. Notwithstanding a Rulemaking on Defining Joint Employer, the Board Can and Should Continue to Adjudicate Cases Involving Joint-Employer Issues

Petitioners also urge the Board to continue to decide pending cases involving jointemployer issues while any notice-and-comment rulemaking process is pending. Nothing prevents the Board from continuing to adjudicate cases even when those cases involve issues similar to those that may be addressed in a pending rulemaking.

It is a key function of the Board to resolve cases between specific parties as expeditiously as possible, in accordance with its traditional procedures. The parties to such cases are entitled to expeditious adjudications. Rulemaking is of an entirely different character, wherein the Board looks beyond the confines of a particular factual pattern in discrete cases involving particular parties, and instead involves the general public in a process that considers input on a much broader scale.

The rule eventually developed in a joint-employer rulemaking may, but need not, duplicate or be similar to what has been decided in case adjudications. That depends on the result of the public's input and the Board's analysis, guided by the requirements of law and sound policy choices.³⁷

³⁷ During the pendency of prior rulemakings involving representation case acute care hospital units and general representation case election processes, the Board continued to apply its existing rules pending the development of the new rules. See, e.g., Tekweld Solutions, Inc., 361 NLRB No. 18, *3 n. 15 (Aug. 15, 2014); St. Vincent Hospital and Health Center, 285 NLRB 365, 366 (1987). However, these cases do not demand that the Board follow extant joint-employer law pending development of a joint-employer rule. In neither the Board's 1989 rulemaking on acute-care bargaining units, nor its more comprehensive rewrite of the representation case rules in 2014, was anyone suggesting that any of then-extant procedures were unlawful. Here, on the other hand, the Board is considering a rulemaking to replace a joint-employer standard precisely because, as demonstrated above, the extant standard is a radical departure from prior precedent and strays well beyond the congressional intent expressed in Taft-Hartley. The Board's obligation is to continue to apply the law correctly to the parties before it. If that obligation means overturning BFI through appropriate case adjudication during the pendency of any rulemaking on this issue, the Board can and should do so.

V. CONCLUSION

The proposed rule described above would return the determination of joint employer status to a standard that closely tracks the pre-BFI rule the Board followed for decades, reestablish a precedent that is faithful to the original intent of Congress in drafting the Taft-Hartley Act, and restore a measure of predictability and fairness to the Board's joint-employer precedent. Petitioners respectfully urge the Board to adopt the proposed rule and relieve the substantial regulatory burden created by BFI.

Respectfully submitted this 13th day of June, 2018.



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UNITED STATES OF AMERICA BEFORE THE NATIONAL LABOR RELATIONS BOARD

| In the Matter of |) | |
|---------------------------------|---|-----------------------|
| |) | |
| Proposed Rule to Establish the |) | Petition of the |
| Standard for Determining |) | Restaurant Law Center |
| Joint-Employer Status Under the |) | |
| National Labor Relations Act |) | |
| |) | |
| |) | |

RULEMAKING PETITION

Petitioner Contact:

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TO THE HONORABLE MEMBERS OF THE NATIONAL LABOR RELATIONS BOARD:

The Petitioner named below respectfully submits this rulemaking petition for the National Labor Relations Board's ("NLRB" or "Board") consideration.

I. PETITIONER AND ITS LEGAL AUTHORITY

A. Interest of the Petitioner

The Restaurant Law Center (hereinafter "Law Center" or "Petitioner") is an independent public policy organization affiliated with the National Restaurant Association (hereinafter "Association"), the largest foodservice trade association in the world. Nationally, the industry is comprised of over one million restaurants and other foodservice outlets employing almost 15 million people—approximately ten percent of the U.S. workforce. Restaurants and other foodservice providers are the nation's second largest private-sector employers. Despite its size, small businesses dominate the industry; even larger chains are often collections of smaller franchised businesses.

The Law Center seeks to provide regulatory agencies and the courts with the industry's perspective on legal issues significantly impacting the industry. As the nation's second largest private-sector employer, our industry has a profound interest in national labor policy in general and interpretation of the National Labor Relations Act in particular.

Consequently, the Law Center has a significant interest in the development and application of the Board's joint employer doctrine. When the Board solicited public input on this issue in 2014, our affiliate, the National Restaurant Association, filed an amicus brief that strongly urged the Board to retain the then-existing "direct and immediate" joint employer standard. The Board subsequently issued Browning-Ferris Industries, 362 NLRB No. 186 (August 27, 2015)("BFF") which was appealed to the U.S. Court of Appeals for the District of Columbia Circuit, whereupon the Association filed a similar amicus brief in support of the traditional joint employer standard. Additionally, the Association is a strong supporter of the Save Local Business Act (H.R. 3441), which would codify the "direct and immediate" standard in the National Labor Relations Act ("NLRA"). Both the Law Center and the Association regularly educate industry members on how the NLRB's joint employer doctrine could impact restaurants.\frac{1}{2}

The Law Center and the Association are members of the Coalition for a Democratic Workplace (CDW) and, therefore, endorse and incorporate by reference the joint petition submitted by the CDW, the Law Center, the Association, and others on June 13, 2018. The Law Center files this separate Rulemaking Petition to emphasize the interests of the restaurant and food service industries with regard to the joint employer doctrine.

^{&#}x27;See, e.g., "NLRB to rule on joint employer status by summer, June 6, 2018, available at: http://www.nrn.com/workforce/nlrb-rule-joint-employer-status-summer; see also, "How a new 'joint-employer' standard could hurt franchising," August 19, 2015, available at: https://www.restaurant.org/News-Research/News/How-a-new-joint-employer-standard-could-hurt-franc

B. Petitioner's Legal Authority

The Petitioner is an "interested person" within the meaning of Section 2(1) of the NLRA, Section 102.124 of the National Labor Relations Board Rules and Regulations, Part 102 ("NLRB Rules"), as well as Sections 551(2) and 553(e) of the Administrative Procedure Act. This petition is submitted pursuant to those rules and, in particular, pursuant to Sections 124 and 125 of the NLRB Rules, which provide:

Sec. 102.124 Petitions for issuance, amendment, or repeal of rules. Any interested person may petition the Board, in writing, for the issuance, amendment or repeal of a rule or regulation. An original and seven copies of such petition shall be filed with the Board in Washington, D.C., and shall state the rule or regulation proposed to be issued, amended, or repealed, together with a statement of grounds in support of such petition.

Sec. 102.125 Action on petition. Upon the filing of such petition, the Board will consider the same and may either grant or deny the petition in whole or in part, conduct an appropriate hearing thereon, or make other disposition of the petition. Should the petition be denied in whole or in part, prompt notice will be given of the denial, accompanied by a simple statement of the grounds unless the denial is self-explanatory.

Although it is within the Board's discretion to make policy through adjudication or rulemaking, for the reasons set forth in greater detail below, Petitioner submits that rulemaking is a particularly appropriate and effective means in which to instill the Board's joint employer doctrine with clarity and predictability.

II. INTRODUCTION

Simply put, the rule proposed below would specifically and definitively resolve the current uncertainty surrounding the Board's joint employer standard. Of course, this uncertainty derives from the Board's controversial 3-2 ruling in *BFI* on August 27, 2015. Whether or not one agrees with the holding in *BFI*, and regardless of whether it is good policy or not, there is no doubt that the decision has led to significant controversy and confusion in the regulated community. Fortunately, this uncertainty can be resolved by the promulgation of the regulation proposed herein.

For more than 30 years, the Board provided stability by giving all of its stakeholders the ability to know, with reasonable certainty, who employed any particular group of workers. The Board's long-standing joint employer standard deemed two separate entities to be joint

² See, e.g. "NLRB's Joint Employer Attack," THE WALL STREET JOURNAL (August 28, 2015) (describing how the "National Labor Relations Board's Democratic majority handed down a new joint-employer standard that radically rewrites U.S. labor law and upends thousands of business relationships.") available at, https://www.wsj.com/articles/nlrbs-joint-employer-attack-1440805826.: see also, Stacy Cowley, "Labor Board Ruling on Joint Employer Standard Leaves Some Companies Scratching Their Heads," THE NEW YORK TIMES, (August 28, 2015), available at https://www.nytimes.com/2015/08/29/business/smallbusiness/labor-board-ruling-on-joint-employers-leaves-some-companies-scratching-their-heads.html

employers of a unit of workers if they shared, or co-determined, "the essential terms and conditions of employment" of those workers in a manner that "meaningfully affects matters relating to the employment relationship such as hiring, firing, discipline, supervision, and direction." TLI, Inc., 271 NLRB 798 (1984). Moreover, the Board provided further clarity to that standard by requiring that the putative joint employer's control over the employment matters be direct and immediate. Id. (citing Laerco Transp., 269 NLRB 324 (1984)).

In the BFI decision, however, the Board reversed 30 years of established labor law to adopt a new but amorphous standard for determining when two legally separate companies jointly employ a group of employees. In particular, the Board adopted a two-part test. The first part of that test is, itself, a multi-factor test that the Board asserts determines whether a "common law employment relationship" exists between a particular group of workers and the putative joint employer. If so, then the Board looks at whether "the putative joint employer possesses sufficient control over those employees' essential terms and conditions of employment to permit meaningful collective bargaining." Id. at 2.

The Board's decision in BFI fails to provide any guidance as to how the two-part test is to be applied. It provides no help to employees, employers, unions, or the Board's own regional directors in enabling them to determine, with any reasonable certainty, which entity is, will or should be deemed to be a joint employer. Rather, BFI holds that an entity's indirect control overanother's workers is sufficient in itself to render that entity a joint employer of the employees. BFI also dictates that the theoretical ability one entity has to control another's workers, even if not exercised, is also sufficient to establish a joint employer relationship. Indirect control and the unexercised theoretical potential to control another company's workers are inherent aspects of almost every business relationship where one entity provides goods or services to another. Moreover, the right to control the workers of another company is always inherently reserved by operation of law to any business that owns or leases property on which another company's workers perform their jobs. BFI gives employers, employees and unions no basis for determining how much indirect control or reserved but unexercised right to control will be deemed sufficient by the NLRB to find that two entities are joint employers.

The Board is no doubt well aware of this confusion, and in the Unified Agenda of Regulatory and Deregulatory Actions ("Regulatory Agenda") published by the Office of Information and Regulatory Affairs on May 9, 2018, the NLRB noted that it "is considering engaging in rulemaking to establish the standard for determining joint-employer status under the National Labor Relations Act." In a statement accompanying the release of the Regulatory Agenda, NLRB Chairman John Ring stated, "The current uncertainty over the standard to be applied in determining joint-employer status under the Act undermines employers' willingness to create jobs and expand business opportunities." In a subsequent June 5, 2018 letter to Sen. Elizabeth Warren (D-MA), Sen. Bernard Sanders (I-VT), and Sen. Kirsten Gillibrand (D-NY), Chairman Ring stated that the Board is no longer just considering rulemaking but that "[a]

³ See "NLRB Considering Rulemaking to Address Joint-Employer Standard," May 9, 2018, available at https://www.nlrb.gov/news-outreach/news-story/nlrb-considering-rulemaking-address-joint-employer-standard

majority of the Board is committed to engage in rulemaking" and that a Notice of Proposed Rulemaking (NPRM) would issue "as soon as possible, but certainly by this summer."

The Law Center supports the Board's effort to engage in rulemaking to clarify the joint employer doctrine. Unless the Board acts through joint employer rulemaking, it will take years of litigation and untold cost to determine the proper application of the BFI standard to the diverse business arrangements that exist today in the restaurant and food service industries. The Board has a unique opportunity to immediately exercise its expertise in the labor-management arena and speak definitively on this vital issue by engaging in the rulemaking petitioned for herein.

Accordingly, the Law Center strongly encourages the Board to promulgate a rule that clearly requires a finding of "direct and immediate" control in order to establish joint employer status. If adopted, the proposed rule set forth below will not only return the Board to the only joint employer interpretation that is permissible under the Act, but will do so in a transparent, democratic manner that will result in clarity and predictability for all stakeholders.

III. PROPOSED RULE

The Law Center respectfully petitions the Board to promulgate and issue the following rule, pursuant to the Board's authority granted by Sections 6 and 9 of the Act:

"The Board may consider a person to be an employer in relation to an employee within the meaning of Section 2(2) of the National Labor Relations Act only if such person actually exercises direct and immediate control over the essential terms and conditions of the employment of such employee, and if the exercise of such control is more than limited and routine in nature.

"Essential terms and conditions of employment" shall mean the hiring, promotion, discipline and discharge of employees; determination of individual employee rates of pay and benefits; engaging in the day-to-day supervision of employees, and assigning to employees their individual work schedules, positions and tasks.

Essential terms and conditions of employment shall not include any of the following: actions, policies or programs intended (1) by any franchisor to maintain or enforce the brand protection standards required of persons who enter into franchising arrangements with such franchisor; (2) by any entity to implement or administer any social responsibility code or policy, including safety policies, with respect to suppliers, vendors or other entities with whom it has a business relationship; (3) by any entity to require compliance by its suppliers, vendors or other entity with whom it has a business relationship with any federal, state or local law, regulation or other legal requirement; (4) by any entity to establish time parameters when the activity or work in question is to be performed; (5) by any entity to establish quality or outcome standards for any

⁴ See "NLRB Chairman Provides Response to Senators Regarding Joint-Employer Inquiry." June 5, 2018, available at https://www.nlrb.gov/news-outreach/news-story/nlrb-chairman-provides-response-senators-regarding-joint-employer-inquiry

activity or work performed for such entity; (6) by any entity to require an individual to wear any type of uniform or any other type of identification that mentions in any manner the entity for which the activity or work is being performed; (7) by any entity to maintain or enforce product, brand, or reputational protection standards for its products, goods or services; and (8) to implement third party delivery and courier services, or technology-based shared staffing applications (including, but not limited to, insurance, training, financing and leasing services).

In no event shall retained or reserved but unexercised control over essential terms and conditions of employment, or the exercise of indirect control over essential terms and conditions of employment, constitute or be evidence of joint employer status under the Act."⁵

IV. STATEMENT IN SUPPORT OF RULEMAKING

A. For Thirty Years Before BFI, The Board Applied A Clear And Appropriate Standard For Determining Joint Employer Status.

For more than three decades before BFI, the Board provided stability in labor relations for all parties by applying a clear and appropriate standard for determining when two separate entities were joint employers under the Act. That standard required that each entity exert direct and significant control over the same employees such that they "share or codetermine those matters governing the essential terms and conditions of employment . . ." TLI, Inc., 271 NLRB 798, 798 (1984). The Board applied that test by evaluating whether the putative joint employer "meaningfully affects matters relating to the employment relationship such as hiring, firing, discipline, supervision and direction" and whether that entity's control over such matters is direct and immediate. Id., (citing Laerco Transp., 269 NLRB 324 (1984)).

By tying joint employer status to direct and immediate control over the fundamental aspects of the employment relationship — hiring, firing, discipline, supervision and direction — the Board's pre-BFI standard ensures that the joint employer is actually involved in matters material to the scope of the Act, and is not merely engaged in a market relationship that may have an indirect impact upon employees. Additionally, by requiring that the control be direct and immediate, the standard assigns joint employer status only to those entities with the actual authority to impact the employment relationship, the singular focus and subject matter of the Act.

The standard articulated by the Board in *Laerco* and *TLI* is clear, rational and withstood the test of time for 30 years. Indeed, the Board's direct control standard was "settled law" since 1984, until August 27, 2015. *See Airborne Express*, 338 NLRB 597, n.1 (2002). Over that span of years, the Board developed a coherent body of law from *Laerco* and *TLI* that elucidates the facts, circumstances and scenarios under which an entity becomes a joint employer. 6 Reviewing

⁵ The language in this proposed rule is identical to the proposed language submitted by Petitioner jointly with the Association, CDW, and others.

⁶ See, e.g., Aldworth Co. 338 N.L.R.B. 137, 139-40 (2002) (affirming ALJ's finding of joint employer relationship because "[biased upon a thorough review of the record, the judge determined that Respondents Aldworth and

courts likewise have adhered to the Board's bright-line test for decades. The stability and predictability provided by the Board's pre-BFI standard has allowed thousands of businesses, including restaurants, to structure their business relationships in a sensible and optimal fashion by entering into franchise agreements, for example, or by subcontracting discrete tasks to other companies with specialized expertise to provide services that would otherwise be far more difficult or costly. At the same time, that joint employer standard denied no employee the right to union representation granted by the Act, nor prevented any union from bargaining with the employer directly involved in setting the terms and conditions of employment in a workplace.

Dunkin' Donuts together share control over the hiring, firing, wages, benefits, discipline, supervision, direction and oversight of the truck drivers and warehouse employees and thereby meet the standard for joint employer status"); Mar-Jam Supply Co., 337 N.L.R.B. 337, 342 (2001) (affirming finding of joint employment after analyzing all terms and conditions of employment and finding that putative employer directly hired and fired employees, solely supervised and directed the employees with regard to work assignments, time, attendance and leave, and disciplined the employees); C. T Taylor Co., 342 N.L.R.B. 997, 998 (2004) (affirming finding of no joint employment where none of essential terms and conditions of employment were controlled by putative employer); Mingo Logan Coal Co., 336 N.L.R.B. 83, 95 (2001) (stating that the putative joint employer meaningfully affected all five essential terms and conditions of employment); Villa Maria Nursing and Rehab. Center, Inc., 335 N.L.R.B. 1345, 1350 (2001) (affirming finding of no joint employer relationship where "Villa Maria does not have any authority to hire, fire, suspend or otherwise discipline, transfer, promote or reward, or lay off or recall from layoff ServiceMaster's employees. Villa Maria does not evaluate them or address their grievances."); Windemuller Elec., Inc., 306 N.L.R.B. 664, 666 (1992) (affirming ALJ's finding of joint employment based on facts that putative joint employer shared or co-determined hiring, firing, discipline, supervision and direction); Quantum Resources Corp., 305 N.L.R.B. 759, 761 (1991) (affirming joint employer finding and specifically adding to Regional Director's decision that FP&L's control over hiring, discipline, discharge and direction "[t]ogether with the close supervisory relationship between FP&L and [contract] employees illustrate[s] FP&L's joint employer status"); D&S Leasing, Inc., 299 N.L.R.B. 658, 659 (1990) (finding joint employment based on facts that putative joint employer shared or co-determined the hiring, firing, discipline, supervision and direction of contract employees); G. Heileman Brewing Co., 290 N.L.R.B. 991, 1000 (1988) (affirming joint employer finding based on fact that G. Heileman shared or condetermined all five essential terms and conditions of its contract employees' employment, and in addition negotiated directly with the union); Island Creek Coal, 279 NLRB 858, 864 (1986) (no joint employer status because there was "absolutely no evidence in this record to indicate that the normal functions of an employer, the hiring, firing, the processing of grievances, the negotiations of contracts, the administration of contracts, the granting of vacations or leaves of absences, were in any way ever performed by [the putative joint employer]).'

⁷ See, e.g., SEIU Local 32Bl v. NLRB, 647 F.3d 435, 443 (2d Cir. 2011) (finding that supervision which is "limited and routine" in nature does not support a joint employer finding, and that supervision is generally considered "limited and routine" where a "supervisor's instructions consist primarily of telling employees what work to perform, or where and when to perform the work, but not how to perform the work.") (citation omitted); AT&T v. NLRB, 67 F.3d 446, 451 (2d Cir. 1995) (finding no joint employment where only one indicium of control (participating in the collective bargaining process) existed and there was no direct and immediate control over hiring and firing, discipline, supervision or records of hours, payroll, or insurance); Holyoke Visiting Nurses Ass'n v. NLRB, 11 F.3d 302, 307 (1st Cir. 1993) (finding joint employer status where the putative joint employer had "unfettered" power to refuse to hire certain employees, monitored the performance of referred employees, assumed day-to-day supervisory control over such employees, gave such employees their daily assignments, reports, supplies, and directions, and held itself out as the party whom employees could contact if they encountered a problem during the work day); Carrier Corp. v. NLRB, 768 F.2d 778, 781 (6th Cir. 1985) (finding joint employer status where the putative joint employer "exercised substantial day-to-day control over the drivers' working conditions," was consulted "over wages and fringe benefits for the drivers," and "had the authority to reject any driver that did not meet its standards" and to direct the actual employer to "remove any driver whose conduct was not in [the putative

joint employer's) best interests.")

B. The BFI Standard For Determining Joint Employer Status Is Amorphous And Contrary To The Language, Legislative Intent And Fundamental Policies Of The Act.

As the Supreme Court has opined, "[a] fundamental principle in our legal system is that laws which regulate persons or entities must give fair notice of conduct that is forbidden or required." FCC v. Fox Television Stations, Inc., 132 S. Ct. 2307, 2317-18 (2012) (holding due process required fair notice even when regulations imposed no criminal penalty or monetary liability). Inherent in the notion of due process is the requirement that the obligation be clear enough that citizens can reasonably ascertain to whom it applies.

The "standard" the Board adopted in BFI, however, merely provides for the NLRB to make post-hoc conclusions drawn after results-oriented inquiries. It fails to explain how the common law test — which was never developed to resolve disputes about which entity was an individual's employer — is to be applied to any of the numerous business arrangements that pervade our economy, much less, how any particular factor is to be weighed. Absent such guidance, that standard fails to provide the notice required by due process.

1. The BFI Standard Violates The Clear Provisions And Dictates Of The Act.

Although the Supreme Court has never defined the term "employer" under the Act, it has made it abundantly clear that an employment relationship is defined by direct supervision of the putative employee. Allied Chemical & Alkali Workers of Am., Local Union No. 1 v. Pittsburgh Plate Glass Co., 404 U.S. 157, 167-68 (1971). And in Allied Chemical, the Court rejected the Board's attempt to expand the definition of the term "employee" beyond its ordinary meaning, observing that

"It must be presumed that when Congress passed the Labor Act, it intended words it used to have the meanings that they had when Congress passed the act, not new meanings that, 9 years later, the Labor Board might think up. ... "Employees" work for wages or salaries under direct supervision. . . It is inconceivable that Congress, when it passed the act, authorized the Board to give to every word in the act whatever meaning it wished. On the contrary, Congress intended then, and it intends now, that the Board give to words not far-fetched meanings, but ordinary meanings."

Id. at 167-68 (quoting H.R. Rep. No. 245, at 18, 80th Cong., 1st Sess. (1947) (emphasis in original)). Just as the Board cannot define the term "employee" in a manner inconsistent with its ordinary meaning, it cannot adopt a "far-fetched" definition of "employer" that dramatically expands it by eliminating the fundamental touchstone of an employer-employee relationship; namely, direct control of the employee. Scf. NLRB v. Lundy Packing Co., 68 F.3d 1577 (6th Cir.

⁸ Similarly, Congress limited the Board's ability to certify a unit of employees employed by more than one company in requiring that all employees in a unit be employed by a single employer. Oakwood Care Ctr., 343 NLRB 659 (2004). Obviously, had Congress intended to allow for the certification of a unit of workers with different employers, it would have done so by simply adding the two words, "or employers," to Section 9(b). As noted above,

1995) ("The deference owed the Board. will not extend, however, to the point where the boundaries of the Act are plainly breached."). If Congress meant "employee" to be defined by the fact that the individual is directly controlled by the employer, it is axiomatic that Congress meant "employer" to be the person who directly controls the employee. Moreover, the Act clearly limits the certification of any bargaining unit to employees of a single employer. Although the Board has developed the fiction of a single, joint employer, to be consistent with the dictates of the Act, its approach in *BFI* is utterly inconsistent with the clear language of the Act and its policies and purposes.

2. The BFI Joint-Employer Test, In Practice, Undermines The Act's Purpose Of Encouraging Effective Bargaining.

When Congress adopted the Act, it made clear its primary purpose was to "encourag[e] the practice and procedure of collective bargaining." 29 U.S.C. § 151. The purpose of the Act today is not merely to encourage collective bargaining for its own sake but, rather, to encourage collective bargaining that can meaningfully address the workplace concerns of a group of an employer's employees that shares a community of interest.

The Board failed, in *BFI*, to recognize the obstacles created by forcing two different businesses to bargain over the terms of employment for a group of employees only one of them directly controls. Proposed contract terms that might be crucial to one of the joint employers, and for which it might be willing to make significant concessions, might be irrelevant to, or contrary to the interests of, the other. Viewed in practical terms, the Board's *BFI* standard is plainly intended, and will inevitably result in changes in the way businesses negotiate with one another and structure their own *business relationship*, far more than it will facilitate how an employer and its employees negotiate and order their employment relationship. Congress has made the latter the focus of the Act and its regulation the proper function of the Board. Congress, however, in no way has authorized the Board to unnecessarily interfere, impair, or invalidate business to business relationships. Yet, under the *BFI* standard, a general contractor easily could be deemed the joint employer of its subcontractor's employees and, if the subcontractor's employees are unionized, the general contractor—and now joint employer—could be limited in terminating its relationship with the subcontractor, and have an obligation to bargain with the union before doing so.

C. A "Direct and Immediate" Joint Employer Standard Would Benefit Restaurant Industry Stakeholders.

The BFI joint employer standard upends the traditional relationship between franchisor restaurants and their franchisee owner-operators. Prior to BFI, the franchising model functioned as an arms-length business relationship that benefited both franchisors and franchisees. The

the Board has overcome this limitation by utilizing the fictional "joint employer" entity. That fiction, as it has been applied historically, may be consistent with Congressional intent. But the fiction that two wholly separate companies constitute a "joint employer" entity cannot be legitimately extended as far as the Board directs in BFI such that it includes as a joint employer any entity that has the right to control some terms and conditions of another's employees without ever having exercised that right. Such a definition is inconsistent with any reasonable interpretation of what Congress meant by using the singular term, "the employer," in the Act.

franchisor restaurant would set standards to maintain brand uniformity, such as what food is served and how it is prepared. On the other hand, the day to day operation – who to hire/fire, business hours, setting wages and schedules – would be entirely within the control of the franchisee. The Board's traditional "direct and immediate" joint employer standard allowed this business model to thrive, and has therefore "helped this economy create millions of restaurant jobs through the franchisor/franchisee model."

Unfortunately, the franchise model in the restaurant industry has become much more uncertain under the *BFI* joint employer standard, as businesses agonize over how much reserved or potential control could trigger a finding of joint employer status. This uncertainty and increased liability has led to a dramatic rise in operational costs at certain franchise restaurants.

For example, prior to *BFI*, it was common for franchisors to deliver free employment-related assistance to franchisees – such as providing training, recruitment materials, employee handbooks, or educational materials on new pertinent regulations. Now, because some franchisors are concerned that providing these materials could trigger joint employer liability, some franchisees are forced to pay out of pocket for these services. ¹² This is money that cannot be spent reinvesting in the franchisee's restaurant, hiring new workers, or granting wage increases. In this way, the *BFI* joint employer standard harms restaurant owners and employees alike.

The Law Center's proposed "direct and immediate" joint employer rule strikes the right balance by allowing the franchisor restaurant the ability to monitor and oversee the performance of its franchisees, while ensuring that the franchisor is not held liable for workplaces over which they have little or no control. The Law Center's proposed rule will provide certainty and predictability for restaurant owners, and provide them with the confidence to reinvest capital back in their businesses and their employees.

D. A "Direct and Immediate" Joint Employer Standard Would Also Encourage Public-Private Initiatives to Train Tomorrow's Workforce.

The Association's Educational Foundation has been a partner of the U.S. Department of Labor for years and recently agreed to expand apprenticeships throughout the country in an effort

⁹ See Andrew F. Puzder. Testimony on What Should Workers and Employers Expect Next From the National Labor Relations Board?, before the U.S. House Subcommittee on Health, Employment, Labor, and Pensions. (June 24, 2014) ("As the franchisor, we set the performance standard in terms of product quality, appearance of the restaurant, and guest experience."). Available at https://edworkforce.house.gov/uploadedfiles/puzder_testimony_revised.pdf
¹⁰ See Jerry Reese. Testimony on Redefining Joint Employer Standards: Barriers to Job Creation and Entrepreneurship, before the U.S. House Committee on Education and the Workforce. (July 12, 2017) ("At Dat Dog, we provide our franchisees a certain level of independence with which they can operate their business, allowing them to offer flexible concepts for their restaurants, like indoor/outdoor dining, areas for live music, beer gardens or art markets."). Available at: https://edworkforce.house.gov/UploadedFiles/Reese - Testimony.pdf
¹¹ See letter from Angelo I. Amador, Vice President, National Restaurant Association, to David P. Roe, Chairman, Health. Employment, Labor, and Pensions Subcommittee, Committee on Education and the Workforce, U.S. House of Representatives (June 24, 2014), available at

http://www.restaurant.org/Downloads/PDFs/advocacy/20140624Statement on NLRB Joint-Employer

12 See Tamra Kennedy. Testimony on H.R. 3441, the Save Local Business Act, before the Subcommittees on Workforce Protections and Health, Employment, Labor and Pensions. (September 13, 2017).

to fill the "skills gap." Specifically, the Educational Foundation has a \$1.8M contract with the U.S. Department of Labor to create the first ever apprenticeship program for the hospitality industry.

Furthermore, on June 15, 2017, the President issued an Executive Order on "Expanding Apprenticeships in America" that called on the Secretary of Labor to create a Task Force on Apprenticeship Expansion to "identify strategies and proposals to promote apprenticeships, especially in sectors where apprenticeship programs are insufficient." Dawn Sweeney, President and CEO of the Association is one of the Task Force members chosen because she "understands that expanding apprenticeships is essential not only to our economy, but to put more Americans on the path to good, safe, family-sustaining careers."

This is all part of the industry's ongoing effort to help fill the "skills gap" and develop the next generation of restaurant and hospitality employees into successful managers and executives. Under the current BFI joint employment standard, there is a looming threat, unfortunately, to franchise businesses and the apprenticeship opportunities they offer that may force franchisors to reconsider allowing franchisees to participate in apprenticeship programs. Indirect control could mean as little as a franchisor allowing franchisees to participate in industry-recognized apprenticeship opportunities. Shrinking, instead of expanding, apprenticeships, would have a negative impact on current and future employees, who will now have one less tool to help them with upward mobility.

The Law Center's proposed "direct and immediate" joint employer rule creates the clarity needed to allow franchisors the ability to give franchisees the freedom to participate in industry-recognized apprenticeships without fear of creating an additional level of liability for workplaces over which they have little or no control. The Law Center's proposed rule supports the Task Force's goal of "expanding apprenticeships broadly over the next five years" by encouraging wide participation in industry-recognized programs.

E. Rulemaking Provides Transparency, Legal Clarity, and Stability for All Stakeholders.

While the Law Center encourages the Board to continue to adjudicate joint employer cases, the rulemaking process is particularly appropriate for addressing this matter. One common criticism of the Board is the policy oscillation that accompanies the often-shifting political control of the agency. ¹⁶ Indeed, effectuating policy through adjudication allows "new" Boards to rather easily reverse decisions made by "old" Boards. This practice creates uncertainty for

¹³ More information on the Task Force and the Executive Order can be found at https://www.dol.gov/apprenticeship/task-force.htm (Viewed on June 14, 2018).

¹⁴ *Id*.

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¹⁶ R. Alexander Acosta. Rebuilding the Board: An Argument for Structural Change, Over Policy Prescriptions, at the NLRB, 5 FIU L. Rev. 347 (2010) ("A common criticism is that the caselaw oscillation, a.k.a. flip-flops, plagues Board law. As a matter of policy, these flip-flops reduce public and judicial confidence in the Board. In practice, this oscillation also reduces both management and labor's reliance on Board law because neither side is sure what the future will hold."). Available at: http://ecollections.law.fiu.edu/lawreyiew/vol5/iss2/1

stakeholders and can make it particularly difficult for businesses and labor unions to set long term planning goals.¹⁷

A regulation, on the other hand, can be long-lasting and provide stakeholders with reasonable certainty that the law won't change at the spur of the moment. Similarly, the robust public notice and comment process provides reviewing courts with guidance on the meaning and intention of the rule, which ultimately will provide more clarity and uniformity for employees, unions and employers.

Indeed, the alternative to rulemaking – adjudication – can result in "gotcha" policymaking in which the Board determines that a party's conduct violates the Act, even though such conduct was lawful at the time it occurred. Conversely, rulemaking has the advantage of applying prospectively, so stakeholders can understand ahead of time what conduct may or may not violate the Act. Rulemaking also has the advantage of affording the issuing agency time to prepare and educate the public through, among other things, webinars, FAQ, and compliance toolkits. For restaurants making long-term planning decisions, the predictability of a regulation will be highly beneficial.

Another benefit to engaging in joint employer rulemaking is that any final rule will enjoy the benefit of a robust and transparent comment process. While the Board solicited *amicus* briefs from the public prior to issuance of *BFI*, notice and comment rulemaking has the ability to solicit even greater feedback. As Chairman Ring noted, "notice-and-comment rulemaking offers the best vehicle to fully consider all views on what the standard ought to be." ¹⁸

Finally, even when the Board establishes a new policy through adjudication, these decisions can be lengthy and complex, and often contain intricate fact patterns and sophisticated legal analyses. Stakeholders are then left to wonder how to apply the holding of the case to the real world. This problem is inherent in the *BFI* case itself, which – as noted above – provides no guidance as what type or how much control could trigger joint employer liability. ¹⁹ This very uncertainty of how the *BFI* criteria could be applied raises serious concerns in the restaurant and food service business community about how future workplace contractual relationships between two or more employers should be structured. A joint employer regulation, on the other hand, can set forth clear parameters, distilled from comments submitted by the public, which can be easily understood and applied by all stakeholders.

V. CONCLUSION

The rationale that led the Board, three decades ago, to adopt a direct control standard remains fully applicable today. No new facts or industrial developments justify abandoning that test, and the language, legislative history and purpose of the Act militate against the purported

¹⁷ As just one example, restaurant leases are often run for five to 10 years, or even longer. When the law has the potential to change – maybe even multiple times – during the life of such a lease, it raises serious concerns for the contracting parties and can result in added legal costs if the lease requires subsequent changes.

See "NLRB Considering Rulemaking to Address Joint-Employer Standard," May 9, 2018, available at https://www.nlrb.gov/news-outreach/news-story/nlrb-considering-rulemaking-address-joint-employer-standard
 Slip op. at 25 ("However, the majority fails to provide any guidance as to what control, under what circumstances, would be insufficient to establish joint-employer status.")

"standard" the Board adopted in *BFI*, which has created massive uncertainty throughout the restaurant and food service industries. The Board's adoption of the *BFI* standard is particularly troubling given that it creates a host of practical and legal issues without recognizing them, much less addressing them or providing guidance as to how the amorphous standard might apply. Joint employer rulemaking can restore the standard for determining when a particular group of workers is, for purposes of the Act, jointly employed by more than one company. The Board should act quickly through the rulemaking process to restore the labor stability that existed prior to the *BFI* decision.

Respectfully submitted this 18th day of June, 2018.

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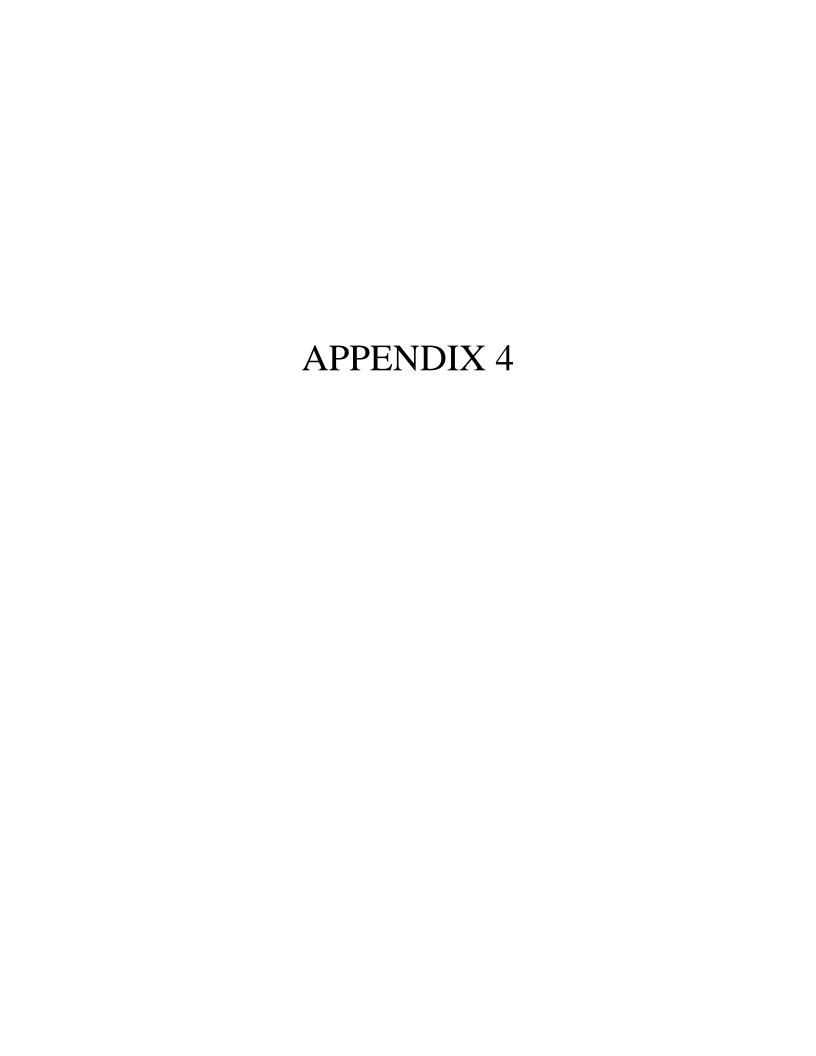
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NLRB ORDER SECTION



UNITED STATES OF AMERICA BEFORE THE NATIONAL LABOR RELATIONS BOARD

Re: The Standard for Determining Joint-Employer Status RIN

RIN 3142-AA13

UNIONS' MOTION TO SUSPEND RULEMAKING PROCEEDING

The American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), the American Federation of Teachers (AFT), the Communications Workers of America, AFL-CIO (CWA), the International Brotherhood of Teamsters (IBT), the International Union of Operating Engineers, AFL-CIO (IUOE), the Service Employees International Union (SEIU), the United Automobile, Aerospace and Agricultural Implement Workers of America (UAW), the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry, AFL-CIO (UA), and the United Steelworkers of America (USW) (hereinafter "the Unions") hereby move the Board:

- To suspend the rulemaking proceedings initiated by the Notice of Proposed Rule
 Making (NPRM) concerning "The Standard for Determining Joint-Employer Status."
 83 Fed. Reg. 46681 (Sept. 14, 2018), pending the decision in *Browning-Ferris* Industries of California, Inc. v. NLRB, No. 16-1063, 16-1064 (D.C. Cir. Dec. 28,
 2018), becoming final, i.e., pending the running of the time for a motion for
 reconsideration or reconsideration en banc or a petition for a writ of certiorari or, in
 the alternative, until such a motion or petition is finally disposed of.
- 2. When the *Browning-Ferris* decision becomes final, to withdraw the NPRM or, in the alternative, to extend the comment period for a period of 60 days from the date on which the decision becomes final in order to permit all interested parties to address the decision in their comments.

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In support of this motion, the Unions state:

Each of the unions had intended to file comments on the proposed rule.

The D.C. Circuit's decision in *Browning-Ferris* removes the foundation of the proposed rule. The NPRM suggests that the Board wrongly decided *Browning-Ferris*, 362 NLRB No. 186 (2015), and that the decision should be overturned in a final rule. 83 Fed. Reg. at 46,686–87. But the D.C. Circuit held, "we affirm the Board's articulation of the joint-employer test as including consideration of both an employer's reserved right to control and its indirect control over employees' terms and conditions of employment." *Browning-Ferris*, slip op. at 4. The court could not have been clearer in instructing that "[t]he Board's rulemaking . . . must color within the common-law lines identified by the judiciary." *Id.* at 21.

The Board should not proceed with the rulemaking proceeding and require interested parties to file comments when they are currently due—on January 14, 2019—when, at that time, it will not yet be known whether any party in *Browning-Ferris* will file a motion for reconsideration or reconsideration en banc or a petition for a writ of certiorari and any such motion or petition will certainly not yet have been ruled on. Interested parties should not be required to file comments until the decision in *Browning-Ferris* is final and not subject to any form of reconsideration or direct review.

Moreover, when the decision in *Browning-Ferris* becomes final, the Board should withdraw the NPRM because the decision removes the foundation from under the two, central elements of the proposed rule. First, the proposed rule would preclude consideration of reserved control and require that the putative joint employer "possess and actually exercise" control over employees' terms and conditions of employment. 83 Fed. Reg. at 46,696. But the D.C. Circuit held that "the right-to-control element of the Board's joint-employer standard has deep roots in

the common law." *Browning-Ferris*, slip op. at 4. Second, the proposed rule would preclude consideration of indirect control and require that the putative joint employer exercise "direct and immediate" control over employees' terms and conditions of employment. 83 Fed. Reg. at 46.696. But the D.C. Circuit held that "[t]he common law . . . permits consideration of those forms of indirect control that play a relevant part in determining the essential terms and conditions of employment." *Browning-Ferris*, slip op. at 4. "The Board also correctly determined that the common-law inquiry is not woodenly confined to indicia of direct and immediate control; an employer's indirect control over employees can be a relevant consideration." *Id.* at 23.

The D.C. Circuit's decision in *Browning-Ferris* also requires that the Board address matters that are not addressed in any manner in the NPRM. Specifically, the decision requires that the Board "differentiate between those aspects of indirect control relevant to status as an employer, and those quotidian aspects of common-law third-party contract relationships." *Id.* at 45. The NPRM did not address this issue because it proposed to wholly discount indirect control. But the D.C. Circuit has now required that the Board "erect some legal scaffolding that keeps the [indirect control] inquiry within traditional common-law bounds and recognizes that '[s]ome such supervision is inherent in any joint undertaking, and does not make the contributing contractors employees.'" *Id.* at 46 (quoting *Radio City Music Hall Corp. v. United States*, 135 F.2d 715, 718 (2d Cir. 1943) (L. Hand, J.)).

In addition, the D.C. Circuit has now required that the Board "clarify what 'meaningful collective bargaining' might require in an arrangement like this," *i.e.*, a joint employer arrangement. *Id.* at 49. Again, the NPRM did not address this issue because it proposed wholly abandoning the *Browning-Ferris* standard. But the D.C. Circuit has now required that, if the

Board retains this element of the test (which the Court did not hold was required by the common law or the NLRA), it must "clarify what 'meaningful collective bargaining' entails and how it works in this setting." *Id*.

The Board cannot proceed with the proposed rule when its central elements have been rejected by the D.C. Circuit, particularly since the court held that it will not defer in any manner to the Board's interpretation of the common law. *Browning-Ferris*, slip op. at 17–23. Moreover, the Board cannot alter the proposed rule in a final rule in an attempt to conform to the D.C. Circuit's holding, as such a final rule would not be a "logical outgrowth" of the proposed rule. *Small Refiner Lead Phase-Down Task Force v. EPA*, 705 F.2d 506, 543 (D.C. Cir. 1983).

In *Daimler Trucks North America, LLC v. EPA*, 737 F.3d 95 (D.C. Cir. 2013), for example, the D.C. Circuit held that a final rule was not the logical outgrowth of the proposed rule because the court could not conclude "that petitioners, 'ex ante, should have anticipated the changes to be made in the course of the [2012] rulemaking." *Id.* at 103 (alteration in original) (quoting *City of Waukesha v. EPA*, 320 F.3d 228, 246 (D.C. Cir. 2003)). The same is true here. The Board must make changes to its proposal in light of the decision in *Browning-Ferris*, and interested parties cannot anticipate and meaningfully comment on those changes at this time.

Indeed, to proceed with the current rulemaking and adopt a rule that is necessarily radically different from the proposal would be unfair to interested parties and would not permit the type of meaningful comment the APA was intended to produce. As the D.C. Circuit has explained, "[a]gency notice must describe the range of alternatives being considered with reasonable specificity. Otherwise, interested parties will not know what to comment on, and notice will not lead to better-informed agency decisionmaking." *Small Refiner*, 705 F.2d at 549.

Thus, the Board should not proceed with the current rulemaking proceedings. Rather, the Board should withdraw the NPRM and, if it continues to believe that rulemaking is appropriate in this area, formulate a new proposal responsive to the D.C. Circuit's decision in *Browning-Ferris*. In the alternative, at a minimum, if the Board decides to proceed with the current rulemaking proceeding after the decision in *Browning-Ferris* becomes final, it should resume the proceedings at that point and provide interested parties 60 days from the date of the resumption to file comments addressing the proposal and the decision in *Browning-Ferris*.

Conclusion

For the above-stated reasons, the Unions request that the Board suspend the rulemaking proceeding until the D.C. Circuit's *Browning-Ferris* decision is final and no longer subject to any form of reconsideration or direct review and then withdraw the NPRM.

Respectfully submitted,

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